

Electrical Merchandising

March, 1918

McGraw-Hill Company, Inc.

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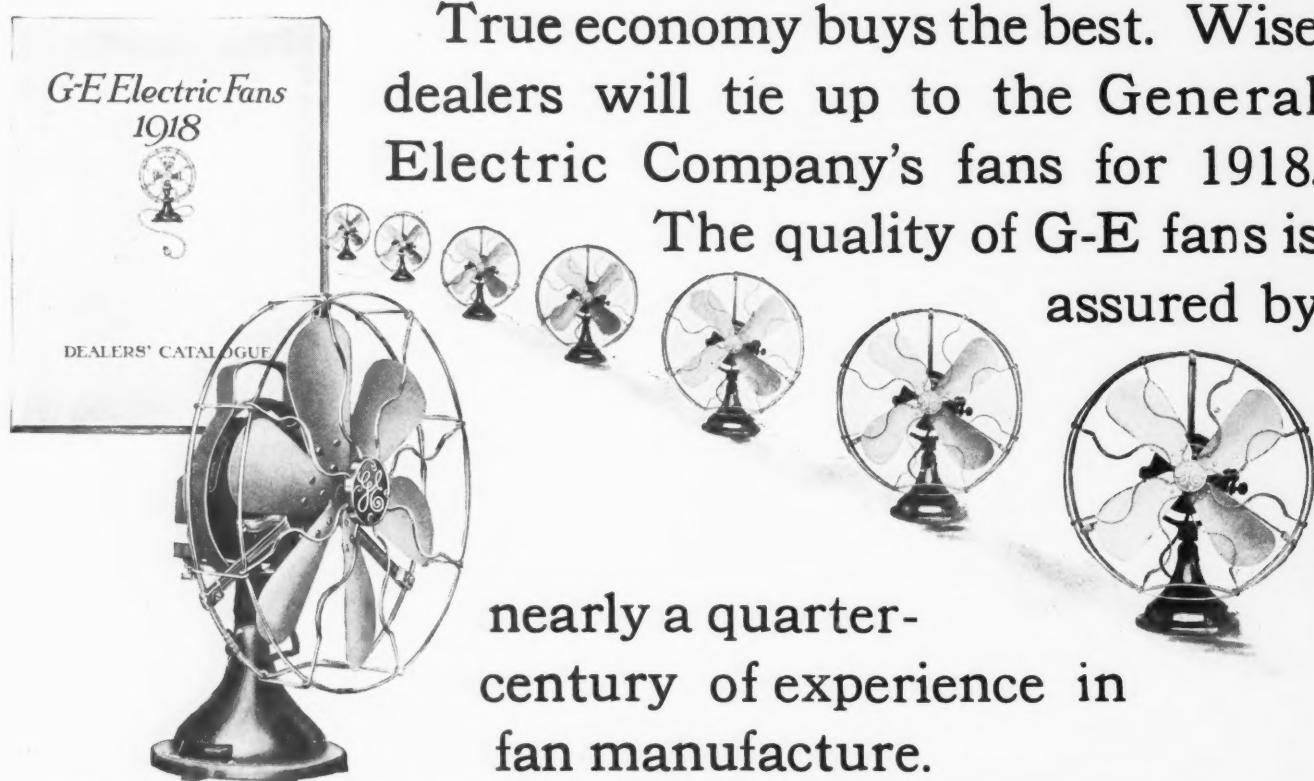


1918  FANS

*Look Ahead
— Order Now*

Everybody last year was long on hot weather. Most everybody was short on fans. How many dealers carried over? Did you? There were a lot who ran short. Shipping congestion and general conditions aren't going to help matters any this year. Therefore—

order your fans NOW. Then you will have fans and not excuses to offer next summer's customers. Order all you will need, as eleventh hour orders will be filled under great difficulties and uncertainty.



True economy buys the best. Wise dealers will tie up to the General Electric Company's fans for 1918. The quality of G-E fans is assured by

nearly a quarter-century of experience in fan manufacture.

The new G-E fan Catalog is just off the press. It lists the entire G-E line of 9-, 12-and 16-inch fans, ceiling fans and ventilating outfits. It is illustrated with handsome color plates.

Ample advertising material is available to sellers of G-E fans. A complete merchandising plan in unique form has been prepared. An early issue of the Electrical Advertiser will give other selling ideas and list the various classes of sales helps to be had.

Get in touch with your local distributor. This should be done at once. G-E fan distributors are organized to give prompt and helpful service to retailers of G-E fans. The distributor nearest



F. M. FEIKER
Editorial Director

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

O. H. CALDWELL
Editor

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ON THE WIRE WITH THE EDITORS



Coming—The Third Liberty Loan

IT is no new and strange practice that the American people must adopt if they are going to win this war. There is no national aversion to thrift. The first two Liberty Loan campaigns proved uncontestedly that the American people know how to "save and serve." That they will continue in this self-sacrificing, forward-gazing spirit when the third Liberty Loan comes, in April, is not to be doubted. They have heard and heeded the President:

"Let every man and every woman assume the duty of careful, provident use and expenditure as a public duty, as a dictate of patriotism which no one can now expect ever to be excused or forgiven for ignoring."

War Times and the Merchandising Idea

UNDER stress of war, men find ready solutions for old problems that have baffled them for years and light breaks into hidden places. Therefore, we see the central station selling policy in process of a rapid realignment that might not have come for years but for these times.

War has brought a situation where the light and power company cannot afford to connect new customers, and in most cases dare not take on extra load that can be avoided. Immediately the question comes—What shall the salesmen do? How shall we pay the expenses of the sales department? And across the industry the old idea of selling appliances at cost is being thrown away, and the utility companies are lining up on a rational basis of sane merchandising, selling what they sell for proper profit as a merchant should. And they are discovering that, sold this way, the fan, the sewing machine motor,

washer, cleaner and the other small-consumption appliances are well worth while, not only because they spread the habit of doing it electrically but because there is money in the merchandising of them.

We are watching the unfolding of an epoch in our industry that we believe is going to bring the central station and the local retailer into a practical accord under a common selling policy. And when we all unite to merchandise appliances, intent alike on profit, quality and service, we will see our market come into its own.

He Subscribes for E. M. for His Employees "As an Investment"

NOT until it was "all over" did we learn that last month the president of one of the best-known electrical contracting firms in New England sent this letter around to each of his principal employees with a paid-in-advance subscription to this monthly palladium of profit-making pointers. He wrote:

FEBRUARY 26, 1918.

DEAR SIR:

I am placing your name on the subscription list of ELECTRICAL MERCHANDISING for one year's subscription.

Please do not misunderstand this as any philanthropy on my part, as I expect to get back from the investment much more than I put in. All that I wish to ask of you is, that you will give this magazine careful reading with a view of informing yourself fully upon the subject of electrical merchandising and its relation to the retail dealer and the public.

This paper is the only one I know of at the present time which gives a free and unbiased expression and statement of the facts surrounding these matters, with a view to constructive criticism, and I am quite sure that if you will read this paper and give the matter some thought, it will prove a very decided factor in a liberal education for you.

With best personal regards, I am

Yours very truly,

JAMES H. McGRAW
President

ARTHUR J. BALDWIN
Vice-President and Treasurer

E. J. MEHREN
Vice-President

JAMES H. McGRAW, JR.
Secretary

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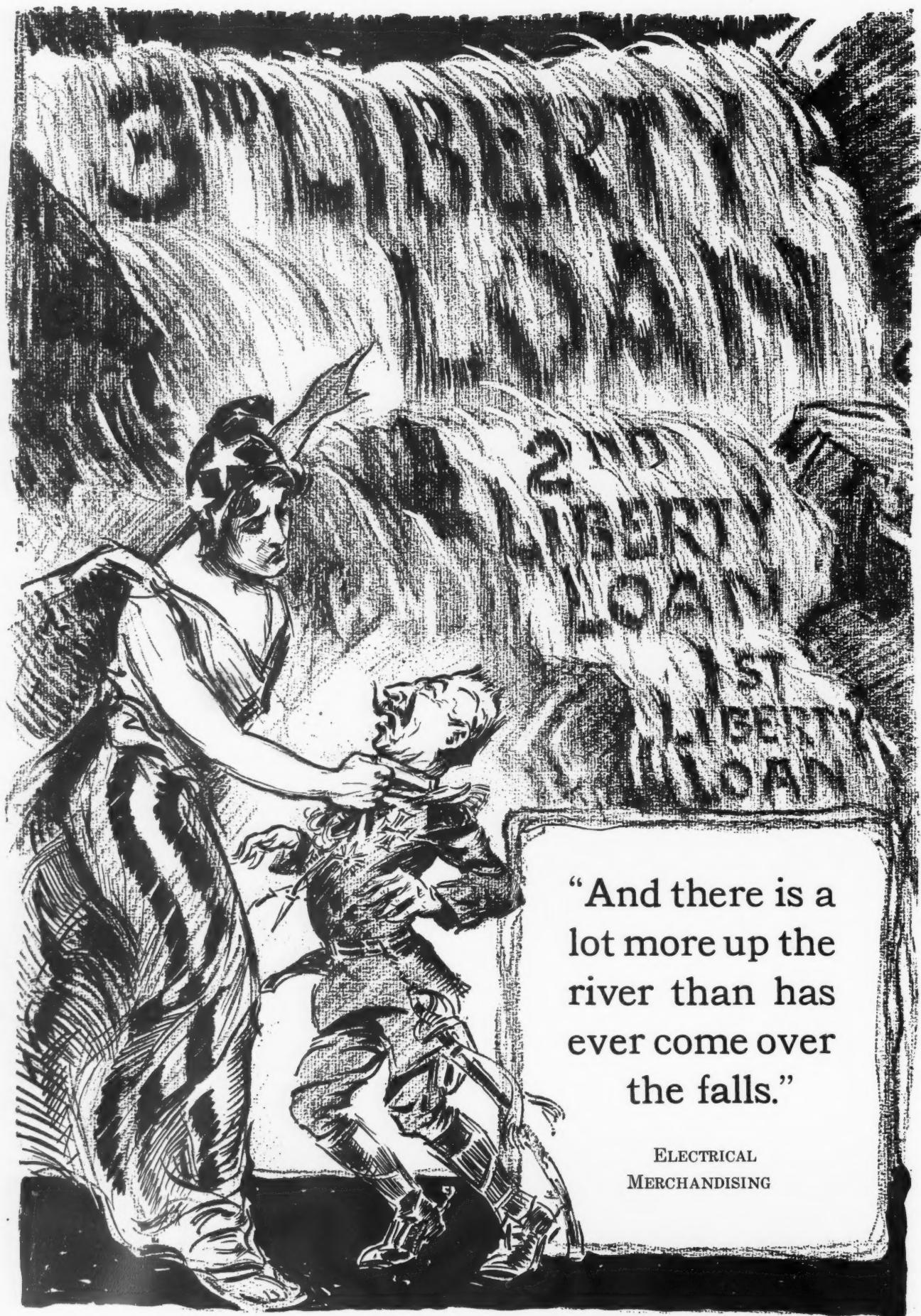
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required, both old and new addresses must be given. Notice must
be received by the fifth of the month before the change takes place.

Of This Number, 14,000 Copies Are Issued.

{ Member Society for
Electrical Development, Inc. }
Member Audit Bureau of Circulations
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"DO IT ELECTRICALLY"



"And there is a
lot more up the
river than has
ever come over
the falls."

ELECTRICAL
MERCHANDISING

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

With which is incorporated ELECTRICAL MERCHANDISE

Volume 19

March, 1918

Number 3

Get Ready To Buy—To Help Sell Liberty Bonds

BETWEEN April 6 and 27 the American people are asked to buy the greatest single offering of government securities ever issued by any government in the history of the world. To swing this third and greatest Liberty Loan means that every one of us *must buy Liberty Bonds* to the limit of his available resources—*must help sell Liberty Bonds* to the limit of his selling power.

Every electrical man everywhere will want to do his share, and *right now* is none too soon to get ready to organize men, teams, associations, trades, and even branches of the industry, for the April drive.

On the leading electrical association or individual in each community falls the responsibility for initiative in getting the work under way. If the local Liberty Loan drive among the electrical people can be conducted under the direction of some live electrical organization, like the local Jovian league, or the N. E. L. A. Section, or the contractor-dealer association, or the electric club—effort will be saved and interest broadened. Promptly, of course, every other branch of the local industry must be included in the effort, and represented on the steering committee. Selling teams must be organized, with definite assignments to go out and reach every electrical man and electrical group in town—employers and employees; contractors, clerks and wiremen; central station men, linemen and operators; jobbers, salesmen and stock clerks! Each must be given an opportunity to buy the \$5,000 or \$500 or \$50 worth of bonds he can afford.

Every electrical meeting held during the month of April should have a Liberty Loan drive as part of its program. Electrical business firms should

encourage their employees and customers to buy bonds, and should arrange to carry such employees' purchases on a liberal easy-payment plan. The same offer can well be extended to other sales made by the committee, so that Liberty Bonds will be "easy to buy." The local banks, if appealed to, will undoubtedly help finance such installment payment purchases. Look up also the Liberty Bond general committee in your town. It can help, and it should be closely co-operated with in all the activities of the electrical men's campaign. This general committee will, for example, have the posters, badges and other paraphernalia needed in your own campaign.

And then, with interest aroused and patriotic spirit afire, it becomes chiefly a problem of seeing that every possible purchaser is reached with all the bonds he can afford to buy.

We have got to win this war, and money is the bulwark which will count most in the end. Significant it is, therefore, that the Liberty Loan effort of next month—tremendous as is the amount to be subscribed—only begins the process of tapping the world's greatest reservoir of capital and natural wealth.

Significant also to our own industry, is the new-found co-operation which this Liberty Loan work can put under way in each community—between contractor and central station, dealer and jobber. And as these groups pull together in unselfish effort on behalf of the government to which their common allegiance is pledged, surely the way is also pointed to the harmonious relations in which business groups, as well as nations, must hereafter live if we are to have the fullest development to which all are entitled by right and justice.

Price Differentiation on a Basis of Quantity and Service

The Principle of "Quantity on a Single Order" as a Simple, Just and Accurate Method of Setting the Schedule of Discounts to Be Earned by the Middleman—Whether Wholesaler or Retailer. Its Application by the "Dollar Quantity" and "Standard Package" Methods

By JOHN J. GIBSON

Manager Supply Department, Westinghouse
Electric & Manufacturing Company

IF YOU WERE to go into a hardware store to buy a pound of solder and you were to ask the clerk, "How much is it?" what would you think if he were to ask:

"What are your annual requirements?"

You would probably come back at him:

"Whadayamean annual requirements?"

"How many pounds or dollars' worth do you use in a year?"

"I don't know."

"Humph! Then you can't get any rebate. Do you use this solder yourself?"

"Sure."

"Ah! Ever sell any?"

"Nope."

"Uhuh. Not a jobber or a dealer. Maybe you are a contractor?"

"Not on your life."

"Do you incorporate this solder into your manufactured products?"

"Come again?"

"What are you going to do with it?"

"None of your business; but I don't mind saying I am going to fix the kitchen sink."

"Ah! Then you are probably a user not otherwise classified."

"What does that mean?"

"Ninety cents per pound."

"Is that so? Well, I'm going over to Bill Jones. He doesn't care whether I am a Baptist, a Democrat or a Bolshevik. All he cares about is how much do I want now. One pound, 90 cents; 100 lb., 85 cents; 500 lb., 80 cents."



JOHN J. GIBSON

You would probably be mad by that time and tell the clerk to forget it and go where the woodbine twineth not.

You would also stamp out and slam the door and go over and deal with Bill Jones.

This is no joke. The real characters in this farce are the electrical manufacturer, playing the part of the hardware clerk, and the electrical trade, playing the part of the buyer. Substitute them and you will find that lots of business is done to-day in the way the hardware clerk tried to sell the solder, more than we might like to admit.

A DAY OF AWAKENING AND REFORMATION

Reformation has become the order of the day. It is most timely and natural—for whose soul is so dead that he has not felt in his heart the tension of the universal desire for jus-

tice, which the present world war has awakened?

Truly the public conscience is deeply stirred. It is more than a desire; it is a yearning, a craving, a passion for righteousness which, like a wave, is sweeping over all mankind.

Personal sacrifices are common. They set a constant impelling example of unselfishness. Ancient privileges are being given up voluntarily when ancient "rights" are found to be ancient wrongs. This is a time for inward searchings and outward cleansings. Bad habits are being corrected. The simple homely virtues—purity, honesty, charity, economy and verity—are extolled as national ideals as well as personal. Whole nations have deliberately and without hysteria changed suddenly their deep-rooted habits and lifelong principles. Opposition to the prohibition of alcoholic beverages has suddenly disappeared. Woman is quickly coming into full partnership in the greater affairs of life. The cause of charity enlists everyone unable to serve more strenuously in the battle for freedom. Self-denial and self-control, having become necessary, are cheerfully adopted, and in their exercise everyone finds a moral tonic which uplifts the spirit.

These evidences impress every mind, and into our business we carry the same hearts that beat so strongly at home over the same thoughts. Let us bring to the solution of our commercial problems the same passion for righteousness we feel when we contemplate abstractions.

No one denies or doubts the innate honesty and integrity of the modern business man, but a general attitude of mind may be wrong and widely followed practices arising therefrom may be full of injustices and unfair discriminations. No one, not even he who profits most, is responsible, but all should feel a proper degree of guilt by reason of contributory negligence in tacit acceptance and approval of such conditions.

Not all business wrongs come from

The "Quantity-on-Single-Order" Principle of Discounts Proposed by Mr. Gibson

THE PLAN DISCUSSED BY MR. GIBSON
makes no distinction in the schedule of discounts granted wholesalers and retailers, but would accord to all middlemen between manufacturer and final user—jobber, dealers, and contractors—a single set of discounts to be applied in each instance on the basis of the "quantity on single order" of one kind of goods purchased.

Such a simple plan, Mr. Gibson thinks, would automatically eliminate the confusion of attempting to classify the mixed-up and overlapping functions of the various middlemen in the electrical trade, where there are many jobbers who do retailing, some others who do contracting, dealers who wholesale, contractors who have wholesale departments, etc. It would do away with rebates and back billing where quantities contracted for are not taken, and would avoid price contentions, arguments, and much expensive accounting. It would, moreover, eliminate all

question of infringement of the Clayton law, by avoiding any discrimination between wholesaler and retailer middlemen.

The single-order quantity basis is fair to all concerned, declares Mr. Gibson. The buyer knows his exact cost each time he buys. The distributor knows exactly what profit he can make on a sale, at any established quantity price, over his cost at the quantity he bought. And a price schedule on the single-order basis, if generally used, would be a great boon to the contractor and dealer, recognition of whom is a necessary condition for the healthy growth and development of the industry.

The "quantity-on-single-order" principle is not a cure-all, Mr. Gibson admits, but it would, he thinks, put price making in the column of constants, leaving more time and energy for the many unavoidable variables and problems of merchandising and selling.

the setting of prices, but since price plays a part in every transaction, price is an accessory if not the principal criminal in every commercial felony. To have every price fair to all concerned would cure all the ills that trade is heir to. The phrase correctly expresses the case, for these ills are a legacy of the bad habits of the past.

TREND IS TOWARD PRICE STANDARDIZATION

It was not so long ago, less than fifty years, that every purchaser in a retail store had to dicker over the price of what he wanted. But the "one-price" principle of retailing is now established. In other fields, however, there is still work for the clever purchasing agent. Perhaps there always will be, but the trend is toward the one-price principle.

When the maker and the user come together, or in all cases where the user is one factor in the individual transaction, all that is needed is a sincere desire on the part of each negotiator to be fair and honest—and satisfaction is the result. But modern merchandising has developed a group of middlemen of many kinds and forms, large and small, whose services must be paid for commensurately and in a way that is fair to others as well as to themselves.

The making of prices for such a

purpose is price differentiation, and in this there is to-day much injustice. It is seldom deliberate or premeditated, but more often is accidental or habitual. With the best of intentions, the maker of a price schedule may not be able to avoid being unjust to one while trying to be fair to another, the given conditions making fairness to both impossible. There are many such cases. Complications are unavoidable where, of many interests, with interfering and overlapping rights, each claims prior consideration.

JOBBER-DEALER AND JOBBER-CONTRACTOR ADD TO PROBLEM

To provide a middleman's profit commensurate with his service is no easy task. And it is not made easier, but harder, by reason of the fact that in the electrical industry no middleman is a simon-pure example of any one class of resale agency. For example, jobbers are retailers and sometimes they are also contractors. Other combinations will occur to those who know. Some resale factors are wholly electrical, others are primarily in other lines of trade—hardware, drugs, jewelry, general merchandise—and have the habits of thought which obtain in the other lines. Some sell by mail only; to others, like some central stations, the profit in a merchandise sale

is subservient to other considerations. A tangled web of time-honored practices and a hazy code of ethics encumber the field, and through it all the price-maker has to thread his devious way. It is no wonder he is unable to satisfy everybody. It is remarkable that more injustice is not done.

Two things are clear: The Sherman act prevents agreement between competitors in the making of prices. And the Clayton law substantially recognizes only one reason for making different prices on the same goods to different buyers, and that reason is variation in quantity. Agreement between competitors, while it would assist in price maintenance, is not necessary for price differentiation. So we need not rail at the Sherman act. Owners of patents frequently set price schedules after careful consideration of the views of their licensees. While such schedules are in no sense the product of agreement, they are the nearest approach to such a thing that we can legally have. It cannot be said that patent licensors' schedules are always unqualified successes or that they are free from injustices. It is not the power to agree that is needed, but correct principles for individuals to follow.

The underlying thought in the Clayton law constitutes the first great fundamental principle of price differ-

entiation. Section 2 of the Clayton law reads as follows:

That it shall be unlawful for any person engaged in commerce, in the course of such commerce, either directly or indirectly, to discriminate in price between different purchasers of commodities, which commodities are sold for use, consumption or resale within the United States or any territory thereof or the District of Columbia or any insular possession or other place under the jurisdiction of the United States, where the effect of such discrimination may be to substantially lessen competition or tend to create a monopoly in any line of commerce: *Provided*, That nothing herein contained shall prevent discrimination in price between purchasers of commodities on account of differences in the grade, quality or quantity of the commodity sold, or that makes only due allowance for difference in the cost of selling or transportation, or discrimination in price in the same or different communities made in good faith to meet competition: *and Provided further*, That nothing herein contained shall prevent persons engaged in selling goods, wares, or merchandise in commerce from selecting their own customers in bona fide transactions and not in restraint of trade.

For the purpose of this study we are assuming equal "grade" and "quality" and the same "cost of selling and transportation," since we are discussing the making of a price schedule on the *same* goods by *one* manufacturer thereof. This leaves "quantity of the commodity" as the only permissible basis of differentiation.

"... Nothing . . . shall prevent . . . discrimination in price in the same or different communities made in good faith to meet competition." This, if taken in one sense, might be construed as nullifying the whole of Section 2. But since such an interpretation would make the clause absurd surely that construction could not have been the original intent and cannot now be put upon it. It must be construed in connection with the other provisions of the whole section, and so taken merely provides a method of protection against the creation of a monopoly by a price-cutting competitor. So far as we are concerned in our present inquiry into price-making methods it would not, under normal conditions, make it legal for anyone to discriminate between customers as to price except on the basis of quantity.

Nowhere in the Clayton law can specific reference be found to the case of the middleman. The fair assumption is that the established legal right of a manufacturer is tacitly acknowledged to compensate his agents as he will by fixed or contingent remunera-

tion, by flat considerations or by discounts from users' prices, whichever provide the most convenient means of doing so. But since such transactions would be sales, it is reasonable to deduce the obligation that there shall be no discrimination on sales to resale agents except on a basis of quantity. This is, however, not the sole measure of the value of an agent's services, for one may sell a large quantity with small sales effort and never handle or warehouse the goods, while another may incur large exploitation expenses and warehouse large quantities while selling comparatively small amounts. These considerations and others of a like nature would justify among resale agents a discrimination in price on the same commodity not based solely on quantity but allowing other factors to enter as direct measures of service rendered. Only, however, when the other factors are equal should the discrimination be solely on the quantity basis.

Cases of this nature would be those of the dealer or jobber who is absolutely needed to market certain lines of goods which are never other than slow-moving and which neither the dealer nor the jobber could buy in very large quantities, because of variation in size, type, finish, voltage or other electrical characteristics. On such the manufacturer wants to give the dealer or jobber a good profit and a greater profit than on rapidly moving goods which can be ordered and stocked, in quantity. These cases, however, are the exception rather than the rule, and they can be taken care of by special arrangements. They are, however, used as arguments against the "quantity-on-a-single-order" basis of price differentiation. There is nothing inconsistent in the application of that principle to one part of a line of merchandise, while providing special treatment for the slow-moving articles in the same line.

The quantity basis is at once sound logic and good business. Quantity affects costs of production and costs of distribution. Its effect varies with the goods and the distribution conditions, but it is always present and is measurable.

The second principle is, as hereinbefore mentioned, proper compensation to distributors commensurate with service rendered. This may be sales service, market development service, credit and collection service, warehousing service, any or all. In

this, also, quantity is a factor with varying effect, but always with some effect not to be disregarded without violating the first principle.

A proper combination of these two principles is the simplest basis for a price schedule which can differentiate fairly among middlemen of all types and kinds.

DIVISIONS BY CLASSES ARBITRARY

But almost all price schedules used to-day in the electrical field are based upon another kind of principle. Users, and particularly middlemen, are classified. One is a large user or a small one, with an arbitrary dividing line. One is a jobber or he may be a dealer or a contractor. These are the principal divisions in resale, but greater refinement is indulged in by some price-makers.

When the resale agent is actually in more than one class, trouble begins. When, according to his views, he is arbitrarily put in the wrong class, there is more trouble. You may think he belongs in the dealer class. Your competitor puts him in the jobber class and quotes accordingly.

There is no supreme court of merchandising to settle these differences. The jobber feels his margin of gross profit is not enough, but sometimes gives some of it away, not always in such cases perniciously, but advisedly to meet the action of a competitor who rates differently another class of resale agent or a user. Most cases of complaints as to price protection arise from this lack of definition. This class principle is wrong, unjust and contrary to public policy. It is defended only by those who hold a precarious place in a class they do not deserve to belong to, or who profit by the practice.

FALLACY OF THE "QUANTITY-PURCHASED-DURING-YEAR" PLAN

Another fertile source of disputes and dissatisfaction is the application of the quantity principle of differentiation in a way which is open to more than one interpretation. Prices made upon *quantity to be purchased in a year's time* are generally subject to someone's estimate of such quantities—and on that point honest men might and do differ, particularly if it be to their interest to do so.

Even where the differentiation takes the form of a rebate paid after the close of the annual period, there are claims as to inaccuracy of records,

efforts to squeeze through sales at the eleventh hour to get into a higher rebate class, and the yielding of an extra per cent to the man who just falls short of the next highest quantity.

Very troublesome, too, is the combination of a billing price based on annual quantity, estimated in advance, with a rebate at the end of the year. Failure to take agreed quantities requires billing back for unearned discounts. This is a nuisance and usually means a fight for the strong and a concession for the weak. In any event, rebates require expensive accounting.

Many of these complications and injustices would disappear if the element of uncertainty were eliminated. There can be no dispute, not even a difference of opinion, as to the quantity of goods specified on a single non-cancellable order. A price schedule which rested its price differences on this unquestionable basis would at least have the merit of certainty and precision.

With users such a differentiation is not difficult. Reasonable quantities and fair prices to correspond are merely a question of analysis and determination.

With resale agencies of various kinds it is, of course, more difficult, but not impossible. Many things are to-day sold on this basis, notably those which can be put up in packages of standard size, each containing a fixed number of the article. The standard package scheme is the best of all plans, where it can be logically used, as with a staple article. It is not so easy to apply the principle to lines which are made in many sizes and bought usually in mixed sizes, as are motors or transformers, or in specialties such as expensive electrical coffee percolators of which no standard package could be made.

Variations of the principle are the substitution of a dollar quantity on a single order, or calling a number of units a standard package or a bulk package, even though not actually packed together in the same container.

Just which plan to use for a particular article is a matter of good judgment and trial, but the application of the principle is not impossible in any case of merchandised goods regardless of size or type. One thing is sure—once worked out, this plan eliminates the troubles and the wrongs prevalent under the old indefinite, flexible system. The trade and resale

agents accept it, and like its clearness and rigidity.

Examples of price schedules, arranged on the single-order quantity basis and actually in use, but with hypothetical discounts, are given below—one on the basis of single-order purchases measured in dollars and the other on the standard package basis.

DOLLAR BASIS

"The following discounts apply—according to the quantity on one order—determined by the total catalog or list value of all apparatus covered

One Style of Apparatus Only	Less than \$250		\$250 to \$500		\$500 to \$1,000		\$1,000 to \$2,000		\$2,000 or More	
	Disc.	Mult.	Disc.	Mult.	Disc.	Mult.	Disc.	Mult.	Disc.	Mult.
User's discount	36%	0.64	39%	0.61	43%	0.57	44%	0.56	45%	0.55
Reseller's discount	44%	0.56	45%	0.55	46%	0.54	47%	0.53	48%	0.52

by one shipping order with definite shipping date specified.

By taking the multiplier at which he buys, any reseller can, by comparing it with the multiplier at which he sells, calculate his possible profits gross, in per cent of sales price.

Buying at:	Selling at:				
	Less than \$250	\$250 to \$500	\$500 to \$1,000	\$1,000 to \$2,000	\$2,000 or More
Less than \$250	12.5
\$250 to \$500	14	9.8
\$500 to \$1,000	15.6	11.4	5.4
\$1,000 to \$2,000	17.1	13.1	7	5.3	...
\$2,000 or more	18.7	14.7	8.7	7.1	5.4

"Quantity Basis"—Quantity prices are based entirely on package quantities which are purchased on one order for shipment at one time. Bulk-package (a fixed combination of standard or unit packages in one type of apparatus only) discounts will be allowed on orders for more than bulk-package quantities when such additional quantities are in standard or unit packages. Where additional quantities are in broken-package lots, broken-package discounts will apply.

Total Quantity on One Order	Trade		Resale Agent	
	Retail List	Disc. Mult.	Disc. Mult.	Disc. Mult.
Broken or unit package	25%	0.75	40%	0.60
Standard package	29%	0.71	41%	0.59
Bulk package	33%	0.67	42%	0.58

In this also the resale agent can easily figure his possible profits gross in per cent of selling price.

A schedule of this kind is the sim-

plest and best for use on such lines as lend themselves to classification on that basis. Heating appliances provide a typical case. If fan motors could be put on that basis the perennial tumult in that business might be avoided.

One feature must be looked out for in applying this principle and that is that combinations of different articles, even in the same line, are not permissible. Otherwise there will be a tendency toward monopoly. The manufacturer with the wider line offering greater variety for the same price has

an advantage which would tend to render unstable a market based on such a selling schedule.

The use of quantity of individual items on single-order basis is not a panacea. It will not cure everything, for it cannot always be prescribed, but

it is the only constant we have; in the midst of a weltering sea of variables, it is the only anchorage we can safely use.

Many manufacturers are deterred from trying the plan because the task of changing looks large and difficult. Others fear the effect on their distributors. The effect cannot be otherwise than good if proper margins of profit are provided.

A strong argument against such a plan is the variation in cost to the

Buying at:	Selling at:					
	Trade			Resale Agent		
Retail List	Broken Pkg.	Std. Pkg.	Bulk Pkg.	Broken Pkg.	Std. Pkg.	Bulk Pkg.
Broken or unit package	25	20
Standard package	29	5.3	...	21.3	16.9	...
Bulk package	33	10.6	5.6	22.6	18.3	13.4

resale agent or in fact to a constant user (like a central station buying meters), who likes to feel that he has a fixed cost regardless of quantity.

This is most natural and is coupled with the buyer's desire to have a firm price for a year.

The past two or three years have been hard on the manufacturer who made a practice of quoting prices on that basis. The overlap of the periods of such contracts made imperative price increases practically ineffective or only partially effective for one whole year.

Annual contracts are of great value, however, as establishing the basis of price and a scale of discounts and margins of profit, but they should be subject to current list prices or permit change of discounts. Justice is due to the manufacturer as well as to his customers and distributor. The single-order quantity basis is fair to all concerned, and is not inconsistent with an annual contract which includes it. The buyer knows his exact cost each time he buys. The distributor knows exactly what profit he can make on a sale at any established quantity price, on his cost at the quantity he bought. Neither he nor the user knows his exact cost where rebating enters for either or both.

Jobbers complain of the expense of handling orders for single pieces of small value. They get no higher price for the single piece on a price schedule based on annual quantity purchased, but this trouble would disappear under a single-order quantity price differentiation.

The flexibility of the annual-quantity-basis militates against price maintenance and prevents stable market conditions. The single-order-quantity plan furnishes a remedy.

A price schedule on the single-order basis, if generally used, would be a great boon to the dealer and contractor, for whose benefit there is now under way a great movement of organization and education. Recognition for the dealer and contractor is a necessary condition for a healthy growth and for the development of the industry.

The clear-cut quantity basis of buying would afford a perfectly legitimate way to provide price protection for the dealer and contractor, whereas any class discount is illegal of itself, and is also legally impossible of enforcement, because by illegal agreement only could it be made to operate. Even were it legal it would not be fair to all, since one man's fate would depend upon another's arbitrary judgment and not on his real deserts.

As in the social world, so also in the commercial world it is the "little people" who suffer most from those conditions upon which the large and powerful fatten and prosper. What the principle of autonomy means in the salvation of the small nations in Europe, the principle of quantity means to the distributing factors of the electrical industry, and the more definite, precise and fixed are the dif-

ferentiations, the greater the opportunity for the smaller factors and the fairer the whole plan is to all concerned.

There has been a great deal of discussion recently as to reorganization of the electrical industry so that every factor in it may be properly recognized. Many prominent and influential men have withheld their support and assistance from the movement because among some who do not understand the plan there has been more or less unwise and unauthorized private talk about price protection for the various classes of resale agents by agreement among manufacturers. Even were such agreements legal they would not accomplish the desired purpose. Nothing will bring that but a price schedule scientifically prepared on the principles of quantity and service without arbitrary discrimination.

The electrical business is not going to the dogs, nor is the case one where a surgeon or the fire department should be sent for. But after a rapid growth we find ourselves still confronted with possibilities beyond our dreams, and our further growth will not be so rapid or so healthy if we retain our bad habits.

ALL MUST HELP TO CURE INDUSTRY'S BAD HABITS

How to cure them can well become a live issue among us. Already many are giving thought to the matter. Some manufacturers have gone quite far in applying the new principles. Others are studying the case. Few are oblivious to the conditions. None can ignore them.

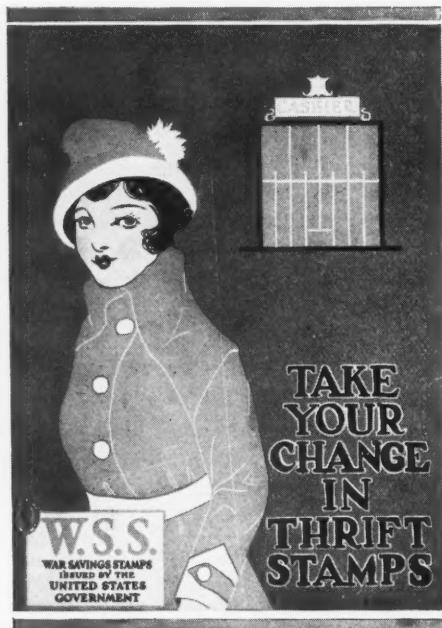
Conservatives and reactionaries we have always with us, but in an industry so new and young as ours we should have a large contingent of unspoiled progressives. Let us all give to the study of the subject our minds and our consciences. It is sadly in need of both.

Any plan which eliminates uncertainty has much to recommend it. We have enough to speculate on—unavoidable variables such as the public taste, legislation, the weather, material supply, transportation contingencies, over which no man has control. If we can put price-making in the column of constants we shall have more time and energy to devote to the problem of mastering the art of reading the future, the most important thing any business man has to do.

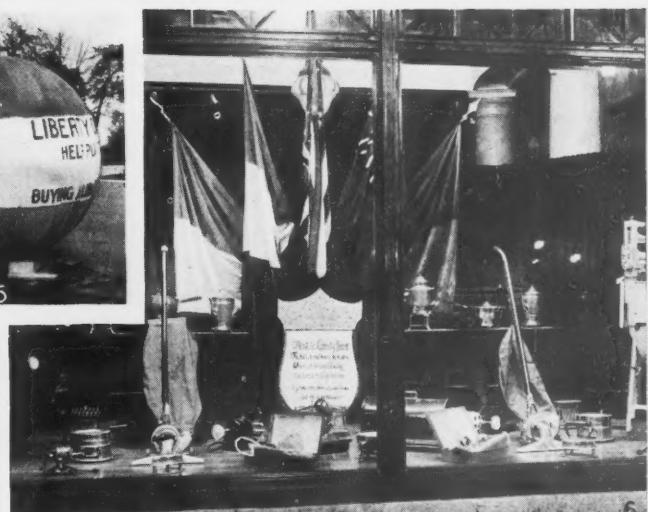
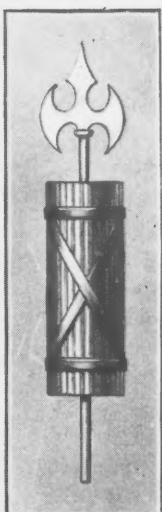
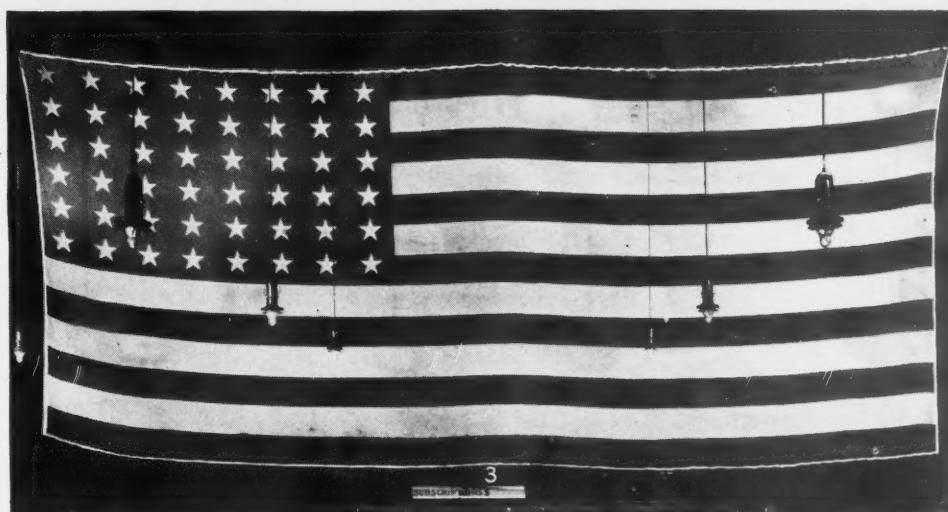
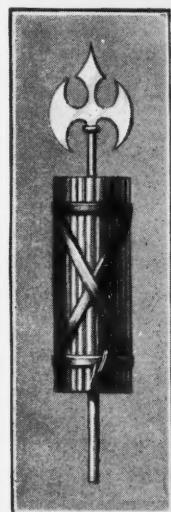
Pushing the Sale of Thrift Stamps

IN THEIR work of promoting the sale of War Savings Stamps the New York lighting companies are under the active leadership of Frank W. Smith, vice-president and general manager United Electric Light & Power Company, who is doing effective work in co-operation with the National War Savings Committee appointed by the Secretary of the Treasury. The other members of the committee are F. R. Barnitz, H. M. Edwards, S. H. Giellerup, secretary; L. A. Coleman, director of War Savings Societies; R. B. Grove, director of speakers.

A poster asking customers to take their change in thrift stamps has been prepared, and this now hangs in front of every cashier's window in the lighting companies' offices.



Electrical Ideas that Help Boost Liberty Bond Sales



Enlist the electric signs, big and little, in your local campaign. The upper pictures show how two of the biggest displays on Broadway were used to advertise Liberty Bonds. The Budweiser sign, Fig. 1, measures 44 by 73 ft., and the eagle's wings spread 22 ft. The great Wrigley sign is 56 ft. high and 200 ft. long, and contains 15,000 lamps. The six military figures are in constant motion—they dance, salute, march, and go through the manual of arms.

Floodlighting helps stir patriotic enthusiasm. Fig. 3 shows the biggest American flag, 37 by 90 ft., floodlighted by sixteen 750-watt lamps in X-Ray reflectors, at a Baltimore meeting of 40,000 people which purchased \$20,500,000 of Liberty Bonds in one hour!

The dealer's show window can help, too. The Roanoke (Va.) window in Fig. 4, revealed a map of Europe, mounted on beaver-board.

When the 100-watt lamps in the cannon mouths flashed, the hinged cut-out section marked Germany fell away, and a white section labeled "Democracy" took its place.

The big ball, Fig. 5, was moved along one of Chicago's boulevards to show by its position on the marked-off street the progress of the Liberty Loan. At night, to show the streams of automobile drivers its position, it was lighted by three 6-volt automobile headlamps supplied from storage batteries.

In the Buffalo window, Fig. 6, the placard under the flags of the Allies read: "Next to Liberty Bonds, the Best Investment is an Electrical Labor-Saving Appliance." This display was used at the close of a successful Liberty Loan drive, in which the central station was a leading factor.

How Proper Merchandising of Electrical Appliances by the

Department Store Promotes Sales by Other Dealers

S. J. Ryan of the J. L. Hudson Company Sees Tremendous Opportunities Ahead for All in Electric Appliance Selling. How Detroit Department Store Merchandise Manager Recognizes the "Quality" Appeal in Buying and Selling Electrical Merchandise

By FRANK B. RAE, Jr.

WHEN department stores first came into being, there was fear and indignation among the regular one-line merchants. The so-called economists—those dreamers who make imaginary mountains out of mental mole hills—wrote learned articles to prove that within a very few years all trading would be carried on in a single great emporium or department store in each city, that the day of the individual storekeeper was ended and that so far as merchandising was concerned we had arrived at a state of practical despotism. One big store would sell everything, from pins to prayer books, from cement for the cellar floor to shingles for the roof—that was the fear.

But experience has proved that the department store has very hard sledding to compete with the specialty shop. In spite of its advantages in buying, in organization, in high-class executives who are specialists each in some detail of merchandising, the department store still finds that it cannot gobble all the business. More than that; it finds that it is educating the public *away* from itself, that its educational advertising, designed to induce the public to buy more and better merchandise in its own store, in reality serves to induce even larger numbers of people to buy in the specialty shops.

So department store competition in the sale of electrical merchandise is—the writer personally believes—not a bad thing, but quite the contrary. For if the department store opens an electrical appliance department it at once becomes a great edu-

cational institution for the benefit of every other electrical merchant, and while it may itself sell many thousands of dollars worth of electrical goods, it also and inevitably develops many more thousands of business for the electrical dealer, contractor, jobber and central station.

To properly appraise the department store's place in the great scheme of electrical merchandising endeavor, it is necessary to understand the basic principles and ideals of department store management. Most of us think of the department store as a price cutter. This, to-day, is an error. Department stores have learned by bitter experience that mere price appeal is wrong. On this point let me quote S. J. Ryan, merchandise manager of the J. L. Hudson Company of Detroit:

"We do not believe in price cutting. For more than two years we have never advertised a comparative price. If you sell a \$1 article for 85 cents you do not increase the total number of such articles sold by more than 2 per cent. At best you simply draw a few immediate sales to your own store. But to offset this seeming gain you disrupt the whole future market for that article, and in the end you sustain a real loss."

PROGRESSIVE MERCHANTS BELIEVE IN QUALITY MERCHANDISE

"Progressive merchants as a class now believe in quality merchandise. We know that the best merchandise properly displayed will outsell the cheaper wares. In our electrical appliance department, for example, we find that about every fifth percolator

sold is one of the most expensive type, and right along we are selling complete Sheffield silver percolator sets consisting of tray and equipment at \$50 per set."

This statement brought on a discussion of what Mr. Ryan terms the appeal of "luxuriousness." His contention, based upon an unusually successful experience as a merchandise manager, is that electrical appliances should not—cannot—be sold entirely upon an economy and efficiency basis, but that on the contrary their strongest appeal is the pride of possession. He pointed out how this applies even to the lowly and utilitarian flatiron.

A woman accustomed to the old-fashioned cast sadiron feels a real glow in the ownership and use of a highly nickelized, snappy-looking electric.

A woman who would blush to have it known that she did her own washing by hand will boast of doing it by the aid of a \$100 electric laundry machine.

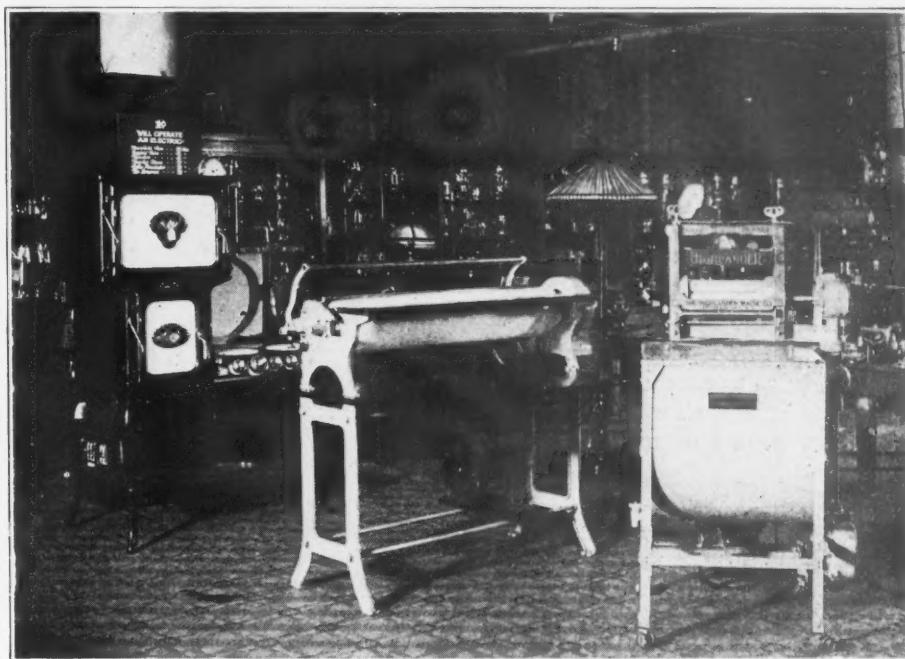
And this same "pride of possession" extends upward through the whole list of electric appliances. Their utility, convenience and labor-saving attributes are well known and appreciated by the majority of people, but while such arguments are convincing to the masculine mind they make slighter impress, from a buying standpoint, upon women. We see the same principles exemplified in the sale of automobiles: the man considers the efficiency and economy of the engine, while the woman is won by the deep, luxurious upholstery and the catchy color scheme.

This question of the luxury appeal

Mr. Ryan has studied with great care, and he has kept it in mind constantly in planning the arrangement of his electrical department and the display of the goods therein. He mentioned in this connection that the Altman store on Fifth Avenue, New York, displays electrical heating appliances next to the silverware, because, apparently, Altman's believe that the appeals of these two lines are very close. It must be remembered, however, that the Altman store is what is called an "exclusive" department store which serves a comparatively rich clientele. Such folk are not concerned with efficiency or economy and are therefore best induced to buy heating appliances on the luxury appeal. In the case of Mr. Ryan's store, the J. L. Hudson Company, Detroit, the electrical department occupies a corner set apart on the house-furnishing floor, and the sales appeal is a clever blending of luxuriousness and utility.

I have said that Mr. Ryan believes in quality goods. The average electrical merchant could learn a great deal about what constitutes quality goods and how a big department store buys them. In the first place, the department store buyer investigates every line that is offered. He does not just casually listen to the siren song of the salesman: he actually investigates.

And before he determines upon a



"We do not believe in price cutting," says Mr. Ryan. "For more than two years we have never advertised a comparative price. If you sell a \$1 article for 85 cents, you do not increase the total number of such articles sold by more than 2 per cent. At best you simply draw a few immediate sales to your own store. But to offset this seeming gain you disrupt the whole future market for that article, and in the end you sustain a real loss."

line of merchandise he knows exactly what the market is on that line.

For example, Mr. Ryan spent six months investigating the washing machine market, over a year investigating the vacuum sweeper market—and he can tell you off-hand exactly what everyone of a dozen heating appliance manufacturers have to offer and his judgment on the relative

merits of every appliance in each line.

He does not sell on a price basis—neither does he *buy* on a price basis. His guiding thought is value—to give the public the very best appliance for the money. "Rotten buying makes rotten merchandise," he says succinctly, by which he means that when buyers haggle and trim and



"Progressive merchants as a class now believe in quality merchandise. We know that the best merchandise types, properly displayed, will outsell the cheaper wares. In our electrical appliance

department, for example, we find that about every fifth percolator sold is one of the most expensive type, and right along we are selling complete Sheffield silver percolator sets at \$50 per set."

bluff the manufacturer's prices down too far the quality of the goods is bound to suffer, and if the process is general and is carried to extreme it means the demoralization of the entire trade.

The department store buyer does not stop when he has investigated the merchandise he is considering; he goes deeper and investigates the concerns and the men in the concerns which make these goods. He visits factories, talks to executives and production managers, sizes up the financial situation, and even inspects the factory equipment and stocks of raw materials on hand. He does not, of course, reject any line simply because it is manufactured by a young or new concern, nor does he make his contracts only with those who have the largest financial responsibility; but he feels that he owes it to his customers to sell them only such merchandise as will give absolute satisfaction during the entire life of that merchandise, and he therefore restricts his purchases to lines in which he has confidence both in the goods and in the men behind the goods.

THE ETHICS OF MERCHANDISING

Which brings us to another interesting point about modern department store merchandising—its ethics.

"We feel that this store belongs to the public and that in conducting it we are performing a public service," says Mr. Ryan. "In order to carry on this public service we must, first of all, remain in business. This means that we must buy and sell merchandise at prices which will enable us to pay the wages of competent executives and sales people, and that we must earn a fair interest upon the investment.

"We believe that we must stand behind the merchandise we sell so long as that merchandise is in existence, whether it is a day, a year or ten years; that is to say, if you buy an article from us and at any time feel that it is not giving full value and satisfaction, we stand ready to refund the purchase price or replace the article with one which will give satisfaction. In our selection of merchandise we will handle only such lines which have a definite influence upon the future development of this company, no matter what immediate profit may be in sight. Finally, we will do nothing which we think may

in any degree disrupt or demoralize the trade in any line; on the contrary, we honestly believe that our policies and methods in handling each line in this store are such as to strengthen and develop that line throughout our city."

DEPARTMENT STORES CAN HELP DEALERS

This is pretty straight talk and should convince the electrical dealer who fears department store competition that such competition is "clean" and of constructive influence.

"We can do more for the electrical dealers of this community than they can do for themselves," claims Ryan, meaning thereby that the educational advertising, display and selling effort of his organization will so greatly stimulate the demand for electrical appliances that the city's entire trade will share in the benefits. He points out the reasons why this is so.

Ninety per cent of those who go to department stores are women, whereas women do not constitute 50 per cent of the electrical dealer's trade. Women are constant and careful readers of department store

advertising, although they take but cursory interest in the general run of advertisements. Women are accustomed to "shop" in department stores: they wander about inspecting, handling, asking questions. So, obviously, the department store is, or may be, a very strong factor in the electrical appliance education of any community.

As to the idea that the department store will "take" business away from the electrical dealer, such a thought, to the writer's way of thinking, is absurd.

TREMENDOUS OPPORTUNITIES AHEAD IN APPLIANCE SELLING

According to Ryan's estimates, only about 10 per cent of the appliances are sold that could be sold in Detroit, the city where he is operating. Last year the Detroit Edison Company connected up some 28,000 new customers. The point of saturation, if it is ever reached, is so far in the future and the need for educational work so great at present that department store competition, if conducted upon the right basis, is among the most effective stimulants to electrical merchandising.

The growth and future promise of the J. L. Hudson Company's appliance department make an interesting study. Mr. Ryan frankly states that he believes there is a bigger future in electrical merchandise than in any other class of merchandise under his direction. He sees no obstruction in realizing this future except the common belief upon the part of most women that electrical appliances are expensive to operate. The price of the appliances themselves is not a factor. That this confidence is well placed is evident from an inspection of the store's records which show that in the month of December last 32 per cent of the sales in the house-furnishing department consisted of electrical merchandise, and that the total sales for 1917 were 300 per cent higher than the sales of the preceding year.

"WE ARE BACKING OUR JUDGMENT WITH OUR MONEY"

"And you must remember," explains Mr. Ryan, "that we department store people must back our judgment with our money. We do not buy from hand to mouth nor from day to day. We men in the merchandise office must spend the entire



"We believe that we must stand behind the merchandise we sell so long as that merchandise is in existence, whether it is a day, a year or ten years," says S. J. Ryan, merchandise manager of the J. L. Hudson Company of Detroit.

"In our selection of merchandise we will handle only such lines as have a definite influence upon the future development of this company, no matter what immediate profit may be in sight.

"Finally, we will do nothing which we think may in any degree disrupt or demoralize the trade in any line; on the contrary, we honestly believe that our policies and methods in handling each line in this store are such as to strengthen and develop that line throughout our city."

month of February analyzing conditions and estimating for the future. I have estimated that during 1918 the Hudson's store's electrical merchandise will comprise 28 per cent of the total sales of the house goods department—one of the country's largest—and we are buying for the entire year on that basis."

In concluding my interview with Mr. Ryan I turned back to the vital subject of price. "If a merchant knows his costs, price will take care of itself," he declared, and explained how deeply and grimly this subject is studied by his organization. In most stores, nearly the entire overhead is pro rated and distributed among the various departments on the basis of total sales, the profit being computed upon the gross business of the store.

But the J. L. Hudson Company is more exact—I had almost said, more honest. For there only 12 per cent of the costs are pro rated, the rest being direct charges to each department for costs incurred by that department.

So Mr. Ryan knows to a penny—and knows each day—how much is made or lost on electrical merchandise. He knows what items in the

company's stock pay, what are stagnant and what are a loss.

MERCHANT MUST BE ALLOWED SUFFICIENT MARGIN

He deplores the practice of certain manufacturers who set their list prices at a point which gives but 25 per cent margin for retailing, declaring that no store can operate on that margin and give the service which is essential to present-day mercantile success. While deftly veering away from the subject of established resale prices, he makes it plain that the standard and accepted department store policy, broadly speaking, is to price merchandise on a basis which will show a proper profit on every sale made. Such a policy does not necessarily mean the blind acceptance of so-called list prices nor the admission that a lower-than-list price is a deliberate act of price cutting: it means that the upright and honorable department store merchant strives to sell each item at a price which will include all costs, overhead, service and a fair profit, and that if superior skill in merchandising enables him to price goods lower than a competitor that is an advantage to which he is en-

titled by virtue of superior ability.

Mr. Ryan deplores the practices of central stations which price their goods by guesswork or on any basis whereby the revenue from the sales of current affects the merchandising activities. He deplores the practices of electrical dealers or others who deliberately cut the price on one item in the hope of recouping the loss out of profits on other items or out of the increased volume of sales of merchandise which such a cut brings them.

He deplores the practice of "lumping" a store's overhead and pro rata it in such manner that a highly profitable department is made to carry another department's losses. In short, he stands for "clean" merchandising upon the part of his own organization and all others, and that is why the electrical trade should not fear the competition of such department stores as the J. L. Hudson Company.

Think!

The National Cash Register Company bids its employees "Think!" It impresses this command upon their minds whenever possible. Salesmen think too little. They work hard at what is before them, but they think little about the real reasons for what they are doing and about how they can do it better and about how they can learn more.

To the command, "Think!" should be added that other, almost as important, "Study!" The man who is climbing higher, who wants to reach the top some day, who has definite and decided ambitions, should study and he should think about what he studies. If there is a process by which a man can develop in ability and business knowledge, it is by studying the methods of better men in his line of work, and by thinking over what he has studied.

Of course, it is easier to let the mind ramble through the pages of a popular magazine than it is to think seriously about one's work and one's business future. But reading the monthly issues of "Sloppy Stories" will weaken the mind and unfit it to grapple with the problem of how to climb, while thinking will develop personality and individual independence, to say nothing of the value of the ideas thought out.

Are You Making Use of "Electrical Merchandising's" Check List and Inventory To Help You Sell

In This Issue See Pages 66 and 67 of Rear Advertising Section

So much interest has been taken in the inventory lists printed in the December number of ELECTRICAL MERCHANDISING that they are being regularly reprinted in the rear advertising section of each issue.

These lists are being used:

1. By electrical merchants and contractors as stock lists and inventory guides.
2. By jobbers as a basis for determining average investments in different lines.
3. By the salesmen of jobbers to help them select lines for their customers.



ELECTRICAL MERCHANDISING has been collecting and has available considerable merchandising information showing average stocks carried, "turnover" and costs of doing business. This information is at the service of any reader who wishes to ask specific questions concerning lines to carry, names of manufacturers of products, nearest jobber handling lines, and general merchandising information on goods.

Address ELECTRICAL MERCHANDISING
Tenth Avenue at Thirty-sixth Street,
New York City.

The War and the Give-Away Habit

How Rising Costs Are Forcing List-Price Sales by the Central Station as Well as by Other Dealers, and So Uniting the Industry Locally

By
EARL E. WHITEHORNE

THE day is now coming fast, we can foresee, when there will be an end to the trouble that has so continuously beset the electrical industry ever since appliances came into being—the local trouble over resale prices. As soon as the flatiron and the fan arrived upon the scene, to lay the foundation for an electrical merchandising business, this issue arose between the central station and the contractors.

The central station said: "We want to get the stuff in use. We want to pile up a big off-peak load this way. We'll sell 'em cheap and get our profit from consumption." The contractors replied: "Stick to your knitting, and sell juice. We ought to be the retailers here. You have no right to cut the price and kill our market."

And the wrangle which started then, only because these two men saw the whole thing from entirely different viewpoints, has dragged on through many years. In some cities the central station has quit and turned it all over to the dealers, and lifts no hand to help in the education of the public to the use of appliances. In other cities the contractors practically have had to quit because there was no profit left in any retail business. But again in other towns, by the maintenance of prices, the market has been built up on a profitable basis and everybody sells and makes good money at it.

All this is old to you. You have often heard and thought about it. But had it occurred to you that now, for the first time in their history, the con-



These salesmen formerly had their minds on current sales, but with things as at present, current sales are under the ban. There must be other profits to pay salaries and all the rest. And the only place that such other profits can come from is from appliance sales, and then only if these appliances are sold with ample merchandising profit. And there you are!

tractor and the central station are standing on the same side of the market? The central station eyes have been adjusted by strange circumstances, and they are seeing as a merchant sees, and looking at this matter of appliance sales in a brand-new way. Not all are, of course, but many are, and the rest will follow.

The war has come and knocked the props from under their sales departments. They have had to quit taking on new customers because it costs more to connect them than they are worth. Coal shortage and inability to get equipment for increasing capacity has made it necessary to refuse to take on business that would throw more load across the peak, for the reserve is being husbanded to take care of the constantly increasing demands of the war industries to which the utility owes its first obligation. And what is the result?

In Massillon, Ohio, for example, the central station power expert at the present moment is devoting his whole time to selling drink mixers to soda fountains, cleaners to the home, meat grinders to the butcher shops, and every other kind of appliance that has a small motor in it and will consume but little current. This man has had

to quit selling power for industrial purposes because his company is loaded to the guards, and can't take anything that is avoidable. What should the salesman do? It was a case of fire him, or let him earn his pay some other way. He is doing it in this way satisfactorily, and also bringing in enough profit month by month to carry a part of the other sales department expense.

And this same thing is happening in Warren, and in Mansfield, Ohio, and down in Birmingham, Ala., and in no end of other cities. It has been forced upon the central stations by the cold necessity for paying the expenses of the sales department at a time when the monthly report has ceased to justify it in the column of figures headed "Estimated Annual Income from New Business Gained."

But the money to pay these salaries and expenses has to come from somewhere. The department cannot be carried on month after month in war times as a dead loss; and in city after city the companies have faced this problem, and turned to its solution in the only way—by setting the men to work to make a profit somewhere else. They have begun to sell appliances at list price to their present consumers.

They have gone into the merchandising business on the solid business basis of pay as you go.

CENTRAL STATION MERCHANDISING BOOSTS OTHER DEALERS' BUSINESS

And what is the result? Interesting figures are available from many sources. Consider Bartlesville, Okla., for instance. Here is a perfectly normal Southwestern town of 20,000 population, where the central station and the several local contractors all take a hand in the sale of electrical appliances. The Bartlesville Interurban Railway does no wiring and gives nothing away. What it sells it sells at list. Therefore, so do the dealers and the contractors, and every one of them makes proper profit on all sales of merchandise. The Bartlesville Company sold in all \$54,176 worth of appliances last year, employing all the usual methods of a wide-awake central station, running campaigns on this and that, advertising to a limited degree, and disposing of an assortment of appliances that included the full variety of modern electrical merchandise. When the year was over they had paid every expense of selling, and showed a clear profit of \$1,885.

There was no item of expense that the ordinary merchant would be forced to meet that was not charged against the new-business department. Rent and overhead of all kinds were figured in, as well as many other costs that an independent merchant would not support, such as the maintenance and lighting of a big slogan sign, and expenditures that really were more for central station policy than anything else. But that is the system in the Doherty organization, and Bartlesville is a Doherty property. All the salesmen were paid a nominal salary and commission on the sales they made, so every salesman pays his way or walks the plank.

WORKING THE SMALL-LOAD-BUT-GOOD-SELLING-PROFIT LINES

In Salina, Kan., the Salina Light, Power & Gas Company sold appliances to the total of \$60,875, and showed a profit on it of \$2,156 after everything was paid for. This is another Doherty company, and it had a slogan sign to carry also, and a lot of other things. But the company made an extra-good showing because it specialized on the good-paying stuff, on motors and signs for some time, till the matter of load became a source of worry, and now it

is working on the small-load-and-good-selling-profit lines. The company sells for list and plays the game right through with the contractors.

And so it is with town after town in the Doherty chain. Durham, N. C., rolled up \$76,833 in sales, and made a profit of \$7,280, large in this case, however, because in Durham the Durham Traction Company operates a wiring department, and this work produced about one-half the profits. This department operates in competition with the contractors, but maintains a

minds on current sales, but with things as at present current sales are under ban. They must have *other* profits to pay salaries and all the rest. And the only place that such other profits can come from is appliance sales, and then only if these appliances are sold with ample merchandising profit. And there you are.

The war is curing the central station of the give-away habit. With the curing of the give-away habit there will cease to be a difference of opinion between the central station man and the



The war has come and "knocked the props from under" many a central station sales department. New-business organizations have had to quit taking on new customers because it costs more to connect them than they are worth. Coal shortage and inability to get equipment for increasing capacity has made it necessary to refuse to take on business that would throw more load across the peak—for the reserve is being husbanded to take care of the constantly increasing demands of the war industries to which the utility owes its first obligation

very high standard of price and quality, and has been the means of putting the work in Durham on a high and profitable plane for all. In Warren, Ohio, the Trumbull Public Service Company sold last year \$59,302 in appliances, and showed a net profit of \$649 in spite of slogan sign and policy expenses.

And what has this to do with war time and the supporting of the sales department from the appliance sales? Just this: that in 1913 the total combined appliance sales from all the Doherty properties was \$475,000. Last year it aggregated \$1,829,000, and it had reached this enormous figure just because the coming of the war had brought these new conditions that demanded brand-new profits to support these sales departments which had worked before to win new consumers that now they can't afford to take. These salesmen formerly had had their

contractor in this matter of selling appliances. And with the friction gone the wheels will speed up and more appliances will be sold. It can't be otherwise.

TAKE A LESSON FROM COMPETING MERCHANTS IN OTHER LINES

In every city there are many jewelers, many haberdashers, many druggists, several department stores. Do they fight among themselves because they all are selling the same goods in the same community? We never notice it. We see them striving, each to make his store the most attractive and appealing, to win favor in the shoppers' eyes and draw a bigger share of business. This is merchandising. This is constructive competition. This is the way men play the game of business in this generation. This is the way the electrical market will be handled from now on because the central sta-



With the central station doing its merchandising on a sound basis, the way is paved for attractive electric shops to be opened up in the community and do a thriving business in electrical goods—like this new store of the Kelley Construction Company, Eau Claire, Wis.

tion and the dealers will be both engaged in merchandising appliances of every kind *for profit on the sale*. They neither will be willing to give their goods away for half a profit or a promise of some future benefit. They will compete for business as the book stores do, by together influencing the public to buy *more* and by each man endeavoring to excel in quality of stock and service.

Of course, this change has not come full grown to all the industry, as yet. Where the central station has been operating on the full profit basis the war has brought no tremors in the local market. In other towns, where no profit income from appliances has been built up, some have lost heart and thrown the opportunity away. They have fired their salesmen, lost their organization, and sacrificed the biggest chance they have ever had to get into this fascinating business of merchandising, and earn the profits that they need to carry them through these war times. But others haven't. Here and there, all over the country, we are seeing central stations tack the ship to meet the new shift of the wind. For the first real pinch, the first real test, has proved the fallacy of doing any kind of business in an unbusinesslike and quite unnecessary way.

The experience of these companies who have dropped the give-away idea and gone to work to pay their selling cost with list-price sales, is going to be great education for the rest of us. They will succeed. The word will

spread. The policy and principle will standardize itself. The grievance that so long has nourished a bad feeling between contractor and central station will have to die, because those lighting companies who do not sell for profit will soon lay off all their salesmen and lay down on all commercial effort. Then either the field of merchandising will be left alone to local retailers, or both will be lined up on the same side of the market in a proper basis of good merchandising, with a price

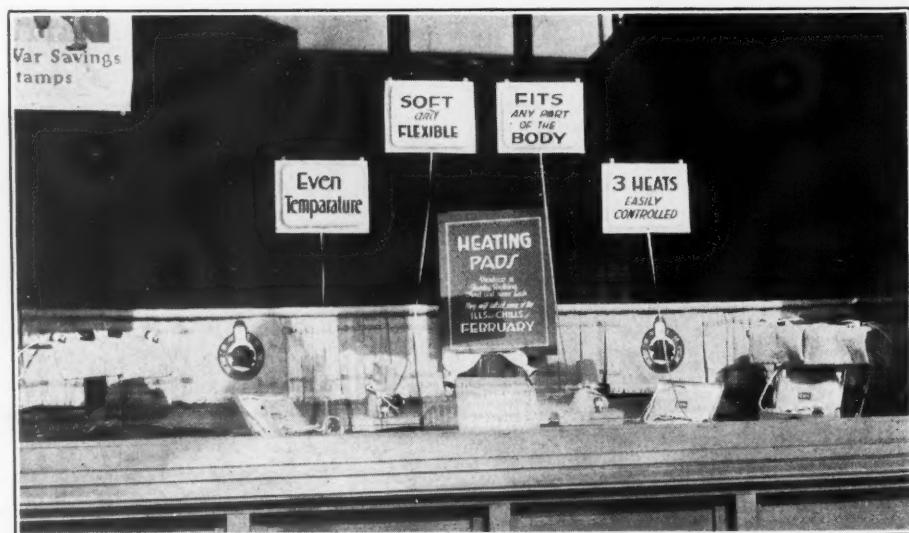
standard that makes it profitable to anyone who chooses to enter the field and play his part in the development of business.

The change is not a difficult one to make. It is a simple matter of pricing, after all. The way they do it in Bartlesville, in Durham, Warren, and Salina, is the way they do it everywhere. They just stop looking at appliances as current consumers, and get to handling it all as merchandise. And it is a fortunate feature of the situation that the urgent need to do this thing comes at a time when the opportunities it offers are far greater than they have ever been before. This is a great year in the appliance business, a great year for selling and for profit. More women will do their own work this year because they can't get servants. They will need electric cleaners, washers—all the rest. They'll buy them, and they will buy them just as quickly at list price as at a sacrifice.

A UNITED SELLING POLICY

It means much to the future of the electrical industry, therefore, that in the face of this accelerated market there have come these influences to unite the contractor and central station in selling policy. It will bring an end of that great handicap—the selling of appliances and lamps and other merchandise out of the central station store for less than proper profit.

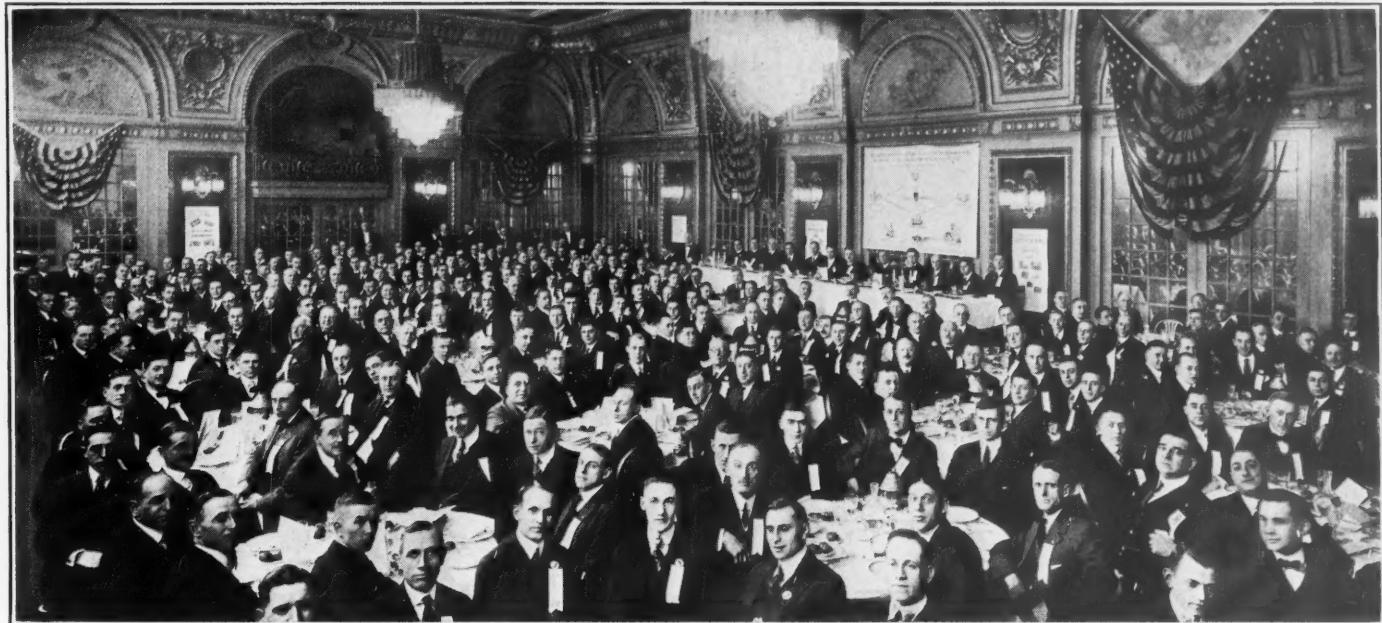
Push Heating-Pad Sales During March and April's Chilly Days



Here's a heating-pad display that contrasts the old rubber hot-water bottle with the modern electric warming pad. This display, shown by the Hartford Electric Light Company during February, can be used almost any month by featuring the advantages of an electric pad for the new baby and for the sick and aged, to whom artificial heat at almost any time is grateful. Its immediate readiness where there is a socket, and its control of temperature, make excellent talking points.

Goodwin's Ulterior Motive

What It Is, and Why Every Man in the Industry Should Further It, Brought Out
by the Question-Box Discussion at the Illinois State
Contractor-Dealers' Meeting



Electrical contractors, dealers, central station men, jobbers and manufacturers were represented in this meeting at Chicago, Feb. 22, to discuss "The Goodwin Plan"

SOME people have been saying that I have an *ulterior motive* in assisting to organize a better contractor-dealers' association. I tell you frankly, gentlemen, that I have an ulterior motive. And I'll tell you what it is.

"I believe the electrical industry has a greater responsibility than any other single industry in the extent to which it can serve the American public with both their necessities and conveniences. Hence the business is capable of great expansion. I believe it can be made the foremost of American industries, and that is the purpose of developing a thorough organization.

"I want to see it develop its ability to serve the public until its annual sales amount to \$30 or more per capita of the United States' population—instead of \$7 per capita as it is today. That's my ulterior motive!"

In these words, William L. Goodwin challenged the unbelievers in the Pacific Coast Merchandising Plan at a

meeting of the industry at Chicago on Feb. 22 and 23.

This meeting, which organized the Illinois contractors under the new constitution of the National Association of Electrical Contractor-Dealers, was notable for many reasons. As Chairman J. N. Pierce expressed it, "This is the first time in many years that responsible representatives of all electrical interests in the city have come together at a common meeting to discuss existing and unfavorable practices in the trade and to try earnestly to find practices that will be better for the industry and the public."

CENTRAL STATIONS AND JOBBERS REPRESENTED MANUFACTURERS

For the central station interests George B. Foster of the Commonwealth Edison Company and John G. Learned of the Public Service Company of Northern Illinois spoke. Mr. Foster reviewed the company's commercial activities in the last year under three divisions, namely: Busi-

ness that comes without effort; business that has to be solicited, and business that has to be created. He pointed out especially how the creative work of the company has made more business for the entire electrical trade. Mr. Learned discussed his company's plans for selling "more sockets for more service" in co-operation with contractors at this time when building operations are at a standstill. He also made a strong plea for the better merchandising of appliances.

L. A. Schwab of the American Electric Supply Company, A. J. McGivern of the Manhattan Electric Supply Company and Perry Boole of the Electric Appliance Company spoke for the jobbers. All expressed the belief that a strong contractors' association would be a good thing for the industry. George A. Hughes, president of the Edison Electric Appliance Company, expressed his belief as a manufacturer in the future of the contractor-dealer as an electrical merchant.

Others who addressed the meeting were E. M. Craig, secretary of the Associated Building Contractors of Illinois; W. R. Johnson of Wausau, Wis., and John A. Piepkorn of Milwaukee, officers of the Wisconsin contractor-dealers' association, and T. M. Templeton of Detroit, Mich. J. T. Marron of Rock Island acted as toastmaster at the banquet.

QUESTION-BOX WAS FEATURE OF MEETING

Not even excepting the stirring address of Mr. Goodwin, the question box was easily the feature of the meeting. Everyone was invited to put any questions concerning the Pacific Coast plan in the box and was assured that the questions would be answered by Mr. Goodwin. *It was not even necessary for the inquirer to sign his name to the questions.* When the box was opened there were sixty-two questions in it. Here are some of the more important questions and the answers as given by Mr. Goodwin:

Q.—You said the average jobber's overhead was about 15 per cent and that that figure was too high. What should it be?

A.—The jobber's overhead should not exceed the cost to the manufacturer of doing the same work. That might be more than 15 per cent on some specialties, but it certainly would be less than 15 per cent on certain staple products. The jobber at the present time lumps his overhead when he ought to figure the cost of warehousing and handling on different lines according to what the cost of warehousing and handling is.

Q.—Does your plan contemplate dealing with labor?

A.—The plan does not contemplate dealing with labor in any phase.

Q.—How would it do to establish testing stations for electrical appliances in connection with state secretaries offices?

A.—It would not be a good plan to make appliance testers out of secretaries; first, because it would cost a great deal too much, and second, because with 250 secretaries there would be 250 different opinions as to the practicability of each device tested. Electrical materials in general to-day do not require testing. They are safe to use and practically all of them give the buyer good value for his money.

Q.—Should not association secretaries furnish members with data on cost of operating electrical appliances?

A.—It would be a good idea for the national association to get out a sheet for the data book showing the average cost of operation of all of the principal electrical appliances.

Q.—Where do the fixture people come in under the Goodwin plan?

A.—The manufacturers belong in the fixture section of the Associated Manufacturers of Electrical Supplies. The retailers of fixtures whose problem is a retail problem should be a part of the National Association of Electrical Contractors and Dealers, where identical problems are discussed.

Q.—Does the plan contemplate abolishing schedules based on quantity purchases?

A.—I believe that quantity will always control price. There is nothing in the plan that contemplates price fixing. It is believed that the plan will standardize rates of profit.

Q.—Will the Goodwin plan teach contractors the fundamentals of electricity?

A.—The plan does not contemplate developing in the contractor a knowledge of electricity. He is supposed to have that knowledge. But it does propose to teach him merchandising methods.

Q.—From what concern will the Illinois contractors secure a leader strong enough to develop an Illinois association?

A.—I believe that the man for leadership of the Illinois association should come from the Commonwealth Edison Company. This company's responsibility to the public and its interest in the industry is so much greater than any other single interest that it would justify the Commonwealth Edison Company in bringing forward such a leader.

Q.—What will happen to the manufacturers' agents if the Goodwin plan succeeds?

A.—There is a place in the plan and in the industry for the manufacturer's agent. If he is a real manufacturer's agent he stands at the same place on the Wheatstone Bridge diagram as the manufacturer stands.

Q.—How can this merchandising movement help the man who cannot leave his store to attend the meetings?

A.—In California there were a few retailers who, when this movement was first started, could not leave their places of business to attend the meetings. To overcome this difficulty some of the jobbers sent their salesmen out to run the stores of these men while they attended the meeting, and it was not long before these merchants were doing enough business so that they could afford to leave their store to attend the association's activities.

Q.—What can be done with the curbstone contractor?

A.—The curbstone contractor must be educated. The best person to educate him is the jobber. The jobber should send his bookkeeper to the curbstone and show him what overhead is. Such education will do much for him.

Q.—Is it a good plan for an association to indorse a trade publication as its

official organ and medium, and should the bulletin of an association carry advertising?

A.—I do not believe it is a good scheme for either the national or local association to solicit advertising. The advertising for association publications is usually solicited in an unethical manner. Just at the present time the national association needs the funds it derives from advertising, and the association must tolerate the practice of soliciting advertising for its bulletin until some other source of revenue is provided.

Q.—Under what classification would you place a railroad company?

A.—The railroad is a public utility company and should be recognized as a trade buyer.

Q.—Is the Goodwin Plan legal?

A.—The plan is not in restraint of trade, according to the best legal advice I can get.

Q.—Does the plan encourage time and material work?

A.—The Goodwin plan encourages the contractor to take work on the time-and-material basis because that is a basis which is economically sound and in the long run is cheaper for the consumer.

Q.—Is the central station eligible to membership in the Contractors' Association?

A.—If the central station conducts a retail business it is eligible to membership and its dues would be based upon the amount of retail merchandising business which it does. Any retailer of electrical merchandise is eligible to membership.

Q.—Who is financing the Goodwin plan?

A.—The General Electric Company is paying the salary and expenses of William L. Goodwin, and the contractor members who are giving their time to the association are paying their own salaries and expenses. It should be obvious that our time devoted to such work should have as its underlying motive the development of organization to increase efficiency.

* * *

These are typical of the questions and answers. The questions apparently came from representatives of every branch of the trade and all the questions were freely answered. Practically none of the questions were signed by those who had dropped them in the box. Chairman Pierce was firmly of the belief that the success of the question-box idea depended very greatly upon the fact that the contributors of questions were not asked to sign their questions.

The election of officers of the Illi-

inois State Association of Electrical Contractors and Dealers resulted as follows: Chairman, J. A. Weishar, Rock Island; secretary-treasurer, L. B. Van Nuys, Peoria; assistant secretary, G. A. Engelken, and district chairmen, R. W. Poelma, Chicago; E. F. Pendegast, Rockford; A. J. Hebel, Peru; J. A. Weishar, Rock Island; W. J. Savidge, Macomb; L. B. Van

Nuys, Peoria; J. Hughes, Champaign; John Haenig, Springfield, and Edgar Rice, Alton.

The chairman of the association, Mr. Weishar, is a partner of the firm of Leighton & Weishar, which has been in the electrical business in Rock Island for about six years. Previous to that time J. A. Weishar was employed by J. T. Marron of Rock

Island, whose reputation in the contractors' association is so well known. The assistant secretary of the association, G. A. Engelken, is acting for the association at a stated salary, he being chosen for this work because of the excellent service he did the association in getting such a good representation from all branches of the trade to the meetings.

The Jobbers' Part in the War

How the Wholesale Distributors of Electrical Supplies and Merchandise Aid in the National Effort to Beat Germany



THE average man's conception of the electrical jobber as a middleman is wrong. Nothing that has happened in recent years has done more to point out this fact than the great war. Particularly since the United States entered the war events have tended to clarify the situation. Facts have come to light that bear out the truth of the jobbers' often-repeated assertion that he is an essential factor in the peace time distribution of electrical merchandise. Moreover, the same facts also establish that in war time the electrical jobber performs a national service function which is not performed by other agencies.

The stocks of the *real* jobber con-

Between the jobbers' warehouses and local centers of war activity there has been a constant stream of trucks carrying loads of electrical supplies and material needed in the construction of cantonment and camp buildings, industrial plant extensions, and shipbuilding plants. And the vast future program of government warehouses, base hospitals, dwellings for industrial plant and shipyard workers, etc., will continue to make its demands on the jobbers' stocks for months to come

By L. C. SPAKE

tain 50,000 items! Just let that sink in! Get its significance. Here is a single institution—a place of business that makes it possible for a buyer of electrical goods to get from one well-organized source any one of 50,000 different items of electrical material. Think what that has meant to the government and to the industrial establishments in the last eleven months

of frenzied effort for greater production. It is a colossal thought.

To make this more specific consider for instance the plight of the industrial plant suddenly come into possession of a government contract. It must have plant expansion and must have it speedily. It must, therefore, buy, either through a dealer or directly, a large number of different lines of electrical goods that enter into any electrical job. Suppose there were no jobbers' stocks to draw on. Suppose each item, instead of being obtained from a single central warehouse, had to be purchased from its original source. That poor, struggling industrial plant would have to build up a purchasing organization of

ten or fifteen men just to buy electrical goods. And even when that was accomplished Heaven alone knows what sort of deliveries could be had on the goods from the electrical manufacturers under present conditions. One jobber recently made a statement which will shed a glimmer of light on the subject, however. He said if his place of business were suddenly and completely destroyed it would take him from twelve to fifteen months to replenish his stocks. Fortunately, such things seldom happen. In the cases of the industrial plants engaged in war work it has not been necessary to consider such contingencies. The electrical jobber was at hand and the war plants used his stocks. To what extent this is true may be judged by this statement from a Chicago jobber. He said: "We had occasion the other day to check up our conduit sales for last December. We found that 61 per cent of the pipe we sold had gone for war purposes."

There is another economic factor in buying from a central source. Each of these war plants could buy just what it needed in the correct quantity. If they had bought from manufacturers directly each would have been forced to buy in standard packages. Each would have bought more than it needed and shortages of staples would have been more common.

SOLVING THE PRIORITY PROBLEM

There is another reason why the most urgent war business went to the electrical jobber. His transportation problems and priority problems as compared with those of the manufacturer were nil. The manufacturer in a large majority of cases was a long ways from the job, and even if he had the goods in stock the very practical necessity of getting them to the job depended entirely on the already overloaded and embargo-belabored railroads. The jobber was comparatively near at hand. The manufacturers had an order book full of orders, each with an A-1 priority rating. Each had to wait its turn. The jobber, on the other hand, had a fewer number of such orders, and each could be and was made a special job. An instance of this may be cited in a conduit order that was wired to a jobber in Chicago on one of the "heatless" Mondays. Conduit was not plentiful anywhere just then, but the shipment arrived at its destination, 150 miles

from Chicago, on Wednesday of the same week.

But in telling the jobbers' story it is not necessary to stop with the industrial plants, the business of which it may be claimed is only indirectly war business. The government itself has been just as well served as the industrial plants. In the cantonment construction it is said that a large part of the electrical goods came directly from the manufacturers. Grant that to be true. Then what did the jobbers do? The answer is they supplied the minority of the equipment, but that minority was the stuff that couldn't be secured quickly anywhere else.

It was essential to the completion of the jobs. The jobs had to be completed before the soldiers could be quartered. So even though the volume of goods supplied was not large

it was just as important to the speedy completion of construction as were the larger quantities.

But the jobbers did more than this. They placed experienced men right on the ground where these big government construction jobs were in progress. These men did more than sell goods. They watched the production of specifications and where non-standard material could without sacrifice of quality be changed to standard they suggested that the change be made. That sort of work speeded progress and saved the government considerable sums of money.

Someone will probably say, "Well, why shouldn't the jobbers sell the government? They got paid for it, didn't they?" And then the truth comes out. The jobbers actually sold goods and are selling goods to the government at less than their cost. The jobbers' cost is the merchandise cost plus the cost of warehousing and handling. In the average jobbing house that means merchandise cost plus about 15 per cent. *All of the goods jobbers have sold to the government have been sold at merchandise cost plus 10 per cent.* So there has been no profiteering—in fact no profit.

HOLDING THE HOME LINES

Besides his good work in these direct war activities the jobber in 1918 is showing himself a real factor in holding the home lines. The war has made domestic labor scarce. The butler is already overseas and the maid has taken a factory job or is conductor on a street car. Nevertheless home work must be done and electrical labor-saving devices are going to help do it. The jobber is a factor to be reckoned with in this movement to lighten the labor of the home. His men are teaching the retailers better merchandising methods. They are showing the dealers how to show the public how to apply electricity to the home problems. This is a job that must be done, for the public does not know all about all of the ways to use domestic appliances to cut down its own drudgery. Not by a long shot!

So the activities of the early months of this year indicate that the jobber will continue to measure up to his job of supplying rush orders from stock not only for industrial plants and shipyards but also for the retailer who needs help in helping to hold the lines behind the line.



Good Light Stirs Patriotic Enthusiasm and Sells Liberty Bonds

Charles N. Reddie, a progressive electrical contractor of Brazil, Ind., found that proper lighting was a big factor in the second Liberty Bond campaign in the rural section of his territory.

"We light up the local districts at night for the meetings, and I can safely say that they have had a whole lot to do with the increased sale of bonds. As an example, we attended a rural meeting, arriving somewhat late. The meeting had already started, using two lanterns and several oil lamps. Telling the chairman we could give him daylight in a few minutes the meeting adjourned for just five minutes. In that time we had the lights lighted and immediately the atmosphere changed. The men warmed up, with the result that \$12,000 worth of bonds were subscribed for within a short time. Beyond a doubt Edison Mazda did it."

Are You Overlooking Some Profitable 10 and 25-Cent Sales?

By G. J. SCHONBERGER

WHEN a "10-cent store man" can take a few feet of dark and unattractive counter space, pick a stock of electrical what-nots without previous electrical knowledge, teach a woman clerk how to sell them to the public, and in a couple of years build up a business in 5, 10 and 25-cent electrical supplies and novelties that "shows the cleanest profit and biggest sales per square foot of counter space of any department" in his store—while exceeding in volume the total counter sales of any simon-pure electrical dealer in his town of 50,000—we think his story is well worth the thoughtful reading of any electrical merchant anywhere.

The average 10-cent store, whether it carries an outlaw electrical stock or not, has for the orthodox electrical dealer a lot of lessons in intensive merchandising at rapid turn-over and low overhead. Chief among these lessons is the way articles are displayed to make them easy to examine and easy to buy.

About the only way to combat this "10-cent-store evil," as some call it, is we have always thought, to find out "How does the 10-cent man do it?" The obliging author is right there with the answer. He says:

"We just sell a lot of stuff that otherwise might remain unsold."

PARDON me, gentlemen, for butt-
ing into this congenial gathering
around the camp-fire, but
I've got something on my chest ye Ed.
told me to work off on you.

No, it's not a chip, and you don't smell goat even if a "10-cent" man is in your midst! Ha! See your jobber extending a cigar plus an invitation. Thanks, old man, I'll sit down and try to tell you how our electrical department has fared with us—a live variety store.

Inventory finished last month and the books showed a total of several thousand dollars for our electrical department alone—the cleanest profit and the biggest sales to the square foot of counter space of any department in the house!

No, it was not handled by competent, technically trained salesmen, but by strong discretion in picking out the live sellers and by a saleslady who was



"We found out that the best signs are the humorous ones, such as 'Why Step on the Baby in the Dark. When You Can Insure His Life and Your Toes for \$1 with One of These Flashlights?'"

trained to extort the unwilling and evasive dollar on the time-honored intensive method. But picking out the right assortment was more than half the secret.

I had a few feet of dark and unattractive counter space I was anxious to put to work, so I decided to hit the electrical line.

The main body of my assortment



"Use plenty of signs, with good spicy get-to-the-point reading matter on them. The public will always read a neat sign. Stop and think how many you see and read yourself. Yet, I notice that electrical dealers have and use fewer signs than any other merchants." "During the sale I speak of I stood across the street to watch the effects of this new slogan. I saw the public read, smile, walk in, and—directly—come out with a package they handled carefully."



"I worked with that saleslady for two days, teaching her the names and uses of the parts we sell. Then, when a woman came in and asked for a hickey to go on a doo-dicky for use with a whatcha-may-call-it, that girl knew just what to lay her hands on. A man might have lost patience, but not that girl. She understood."

comprised Mazda lamps, fuse plugs, sockets, cord extensions, two and three-way plugs, current taps, tape, dry batteries, bells, cheap extension lamps, dresser lamps, lamp guards, flashlights, flashlight bulbs, batteries, etc.—all just the things "the man around the house" or the boy could tinker with.

"DOLLAR MAGNETIZING" COUNTERS AND SHOW WINDOWS

Now I didn't stop with just stocking those items. I went after the selling end of it like I was going to make my million out of it. Arranged the counter in a dollar-magnetizing way and then gave the new baby a formal introduction to the wonder-waiting public via the window. Oh, you Window! Say, fellows, I can see that window to this day. We use it now and she still produces results.

Didn't make it too stocky. Just took every item to itself and put a cord on it with the price and use and convenience plainly stated thereon. For example:

This handy little Extension Plug (15c)

attached to this wire (5c a foot)

on the end of which place one of these SHOCK-PROOF SOCKETS (25c)

with one of these 40c MAZDA LAMPS,

and behold! you have more light right where you want it.

Of course, all the reading wasn't on one card. Had 'em priced and placed so they would read intelligently. Used plenty of signs with good spicy get-to-the-point reading matter.

And here let me emphasize the fact that the public will always read a neat sign. Stop and think how many you see and read yourself. Yet I notice electrical dealers have and use less signs than any. At least in our neck of the woods they do. There you're missing an opportunity, fellows. A brief description of the advantages and the price—and you've made an impression as well as an expression where you only show the goods. During the opening sale I speak of I stood across the street to watch the effects of this new slam. I saw them read, smile, walk in, and—directly—come out with a package they handled carefully.

The window method is our medium

of advertising and it is the best in the world—for you have reminded the customer right while he's handy, to go in and give the stock the once-over. Of course, the new baby started off with a whoop and a yell!

THE SALESGIRL WHO KNOWS WHAT'S WHAT

I mentioned a saleslady a while ago. I worked with her two days teaching her the names and uses of the different parts we sold. When a woman came in and said she wanted a "hickey" to go on a "doo dinky" to use with the "whatcha-ma-call-it," that girl knew just what to lay her hands on.

A man might have lost patience and cussed the ignorance of some people's children under his breath. But not so with the woman! She understood.

Hardly worth while for me to mention flashlights, since they have long

since passed from the novelty to the imperative necessity stage. Flashlights are one item you can reach all ages and classes with. We have found out the best signs are the humorous ones such as "Why step on the baby in the dark when you can insure his life and your toes for \$1 with one of these flashlights?" Make the customer smile and you've made a sale.

Are we variety stores in the market? You bet we are. For, once you convince one of us that there's money—and extra business as well as an "ad"—in electrical appliances and the variety man is "gone from here"—right after them!

I know because I got in on the ground floor. But on top of all that, I don't believe we interfere much with the electrical merchant's business.

We just sell a lot of stuff that might otherwise remain unsold.

The Lessons of Your Income-Tax Return to You

The Figures the Government Asks for Are Figures Every Business Man Should Know for the Success of His Own Business—If You Have Had Trouble Compiling This Information This Year, See to It That Proper Bookkeeping Methods Supply You with These Vital Facts in the Future

THE making out of income-tax returns is a very live problem that has been thrust upon several hundred thousand business men within the past month—finding many who were not (and are not) prepared to make an intelligent return to the government. After the experience of making out the return, which involved practically every detail of the business, some lessons have surely developed. What are some of these?

Business men realize as never before that the vital facts of their business must be bared to themselves at least. Disagreeable as the task seemed, and unprepared as most of them were to meet it, it was apparent that a turning point in business conduct was here. The old, easy-going, loose ways must give way to the systematic and the methodical. The business man can no longer carry the facts concerning his business in his head, or make as few records of these as convenient.

By EDWIN L. SEABROOK

Author of the series of articles "Making the Electrical Contracting Business Pay" which have appeared in recent issues of "Electrical Merchandising"

A change in business conduct, methods and system is demanded by the income-tax return and this ought to be the first great lesson learned from it.

How unprepared the average business man was to make the return and the necessity of a complete change in the methods and system of recording his business facts are strikingly illustrated by a group of men, all engaged in the same line of business, who held a meeting one evening last month to talk over business matters. The income tax and the making of the return to the revenue collector were topics taken up for discussion. Just one man out of five had his books in such shape as to

be able to make an intelligent report. When it came to determining the amount of business transacted during the year, or the total amount expended for material or merchandise, four out of five frankly confessed that it would be extremely difficult for them to answer this correctly. Somewhere in their books and other matter they had this information, but it would take a great deal of time to find it and they would have to go through the bills sent by their supply houses.

Suppose we take one of this group, and analyze the condition in which he finds himself, so far as making his income-tax return to the government is concerned. He is not an electrical contractor, but is engaged in a business similar to electrical work in building construction. His case will, therefore, correspond to, and be typical of, thousands of other business men throughout the country.

This man has managed his business

successfully. He started at the bottom and is now able to discount all his bills. He understands quite fully the principles of the cost of conducting business and applies these in his estimating and charges. When a contract is finished he knows whether he has made or lost on it.

The bookkeeping has consisted principally in making the charges for those for whom work was done and crediting these when the payments were made. Invoices for material, etc., were not entered in the books. They were paid when due, discounts taken, if any, and that ended the matter, so far as bills from supply houses,

Now, however, a new condition suddenly confronts this individual. The government demands a detailed report regarding his business transactions during the year. It wants to know how much business he did, what it cost him to do it, and how much he had left over. All at once it is apparent that his bookkeeping does not tell him what the government is asking without going over every detail for the year. Instead of these being collected under proper heads, they are scattered on his books and in his files. Of course, every order that he took and filled during the year is on his books somewhere, but these must be

ing. The muddle will be just the same one year hence, unless their own office and business systems are altered to meet the demand of the income-tax report. The time to make the change is not one year hence, but *now*. Any delay in making the change to proper bookkeeping will only entail extra work when the return must be made one year from now.

Possibly the greatest lesson to be learned from making the income-tax return is the need of proper bookkeeping. While this subject has been quite thoroughly discussed in recent issues of ELECTRICAL MERCHANDISING, its importance in connection with the



Certainly the greatest lesson to be learned from making out the income-tax return is the need for proper bookkeeping. And an inventory is absolutely essential. It is the starting point, for no accurate report of a business can be made unless an inventory is taken at the beginning of the year and compared with that taken twelve months later.

etc., were concerned. The only record kept of these was the "filing" away for future reference as to price and quantity. Inventories of supplies on hand at the beginning of the year were not taken because it was thought unnecessary. He knew he was going ahead every year, had made some money the past year—the particular amount did not matter very much, it could be approximated pretty closely. He knew, in his mind, whether his stock of supplies was going up or down, so the taking of an inventory did not really matter a great deal. He was a free lance in the management of his own affairs and did not have to report to anyone. His bills were paid promptly and the thing that concerned him most, so far as his own records were concerned, was how much was due from others.

gone over. What was spent for material can be determined by going over the bills from supply houses, provided these have not been lost or destroyed. It is possible that he can determine fairly accurately the total amount spent for conducting his business, but he must start from the beginning of the year and go over all the items in detail. From this it will be seen that a great deal of clerical work had to be done to make any kind of an accurate report to the government (and the government will insist upon an accurate report). Nearly all of this work could have been avoided, however, if a few simple accounts were opened and the proper entries made as the transactions occurred.

Thousands of business men are muddled over their income-tax returns because of improper bookkeep-

subject of this article seems to warrant a review of some of the essential elements in recording the daily business transactions.

A few accounts in the ledger, posted every day as the transactions occur, will avoid an accumulation of accounting at the end of the year and give, in a few minutes, all the information needed to make out the income-tax return at the end of the calendar year. It should be borne in mind that the return must be made for the calendar year, so that it would be well to have the business year correspond with this.

Taking an inventory is absolutely essential. It is the starting point, and no accurate report of a business can be made unless the inventory is taken at the beginning of the year and compared with that taken at the end of

the year. This inventory should include all stock, machinery, tools, etc. If you have made no inventory this year, do it at once, and compare it with the one that must be taken at the end of the calendar year.

If the following accounts are opened and kept up to date with the daily transactions, there will be little, if any, difficulty in making the income-tax return at the end of the year.

Material.—As the name indicates, this is a representative account and should show the amount of material or merchandise purchased during the year. The first charge in this account should be the amount on hand shown by the inventory. As material is purchased from time to time, charge this account with it. If something is bought on the sixth of the month from the Superior Electrical Supply Company, put it down on the debit side of the account, giving the date, name of firm and amount. At the end of the year the debit side will show the amount of material on hand and purchased. Take an inventory at the end of the year and place the amount on hand on the credit side of the account. The difference will be the amount of material used during the year. This difference can be carried to the profit and loss account. The material account may be termed "merchandise," if desired.

Orders.—On the credit side of this account place all orders that have been completed. If on the tenth of the month some work is completed for John Dow, enter it under that date, with the name and amount. Do this with every order. At the end of the year the total of these orders will be the amount of business transacted.

Productive Labor.—Every week charge this account with the amount paid for productive labor. The total for fifty-two weeks will show the amount of money which has been expended for this item.

Expense.—Charge this account for every item expended for the cost of conducting business; give the date, the item and the amount. At the end of the year it will be very simple to determine what it has cost to operate the business. It is simply a matter of adding figures. Separate accounts can be kept, if desired, for the different items of expense; *i.e.*, an account can be opened with telephone, printing and postage, auto truck, etc. These can be charged for the amounts

expended and at the end of the year brought to the debit side of the expense account.

Profit and Loss.—This account can be opened at the end of the year, although transactions may occur which ought to be entered before that time. On the debit side put the amounts shown by the accounts for material, productive labor, expense, and every other item that it cost to produce the business. If the account of John Jones proved to be worthless, put it on the debit side of this account. If a certain amount is to be charged off for depreciation of tools, etc., put this amount on the debit side. On the credit side of the profit and loss account, place the amount shown by the *orders account*, or anything else that produced something for the business. The difference between the debit and credit side of the profit and loss account will show the gains or losses of the business.

Of course there are some minor ac-

counts that can be kept, such as interest and discount, tools and equipment, but the four named are the essential ones. These will show the state of the business and require but little time each day to make the necessary entries.

MAKING OUT RETURN IS NOT "LOST EFFORT"

Let no electrical contractor think that making the income-tax return, even though he is not taxable for any portion of his net income, is simply "lost effort," that the figures are to be compiled, filed with the internal revenue collector and forgotten. What this effort and these figures disclose, if the latter are correct, are the *facts* about—not the other fellow's but "my business." The business, like a machine, has been taken apart and in this case it should be carefully studied.

Take the case of an electrical contractor-dealer doing a business, say, of \$25,000 per year, divided equally between installation and retailing. Heretofore everything had gone into one pile, so far as accounting was concerned. Whether the installation or retailing, or both, made a profit, and how much, was not discernible from the records. Perhaps an analysis of the figures in the income-tax return may not show this for last year, but they should when the report for this year is made out.

EVERY TUB MUST STAND ON ITS OWN BOTTOM

For some time this firm did work on a standard cottage for a certain sum, and believed it was making something on each cottage. When a cost system was installed and the contracting separated from the merchandising, it was discovered that the concern had been losing \$4 on each of these cottage contracts.

How many contractor-dealers know whether one part of the business is not carrying the other along?

Undoubtedly, after all, the demand of the government for a clean-cut statement as to the business of each one of us will work a most decided benefit to the business world. It will certainly awaken thousands of firms to the need of a bookkeeping system that shows something more than how much is due. If it does nothing more than this, a change for the better will soon become effective in the business methods of many.

Your Income-Tax Return Is Due on April 1

Every person whose income during 1917 exceeded \$1,000, if unmarried, and \$2,000, if married, must file a return blank with his local internal revenue collector.

The date for filing these returns (originally March 1) was advanced to April 1 on account of delays in distributing the blanks.

The normal tax, which applies to all net incomes above the foregoing exemptions, is 2 per cent by the terms of the new law, and is in addition to the normal tax under the old law. Thus, the combined normal tax due under both laws is 2 per cent on incomes above \$1,000 and under \$3,000, if single; and above \$2,000 and under \$4,000 for heads of families and married persons who have no children under eighteen. It is 4 per cent on all incomes above \$3,000 for single persons, and above \$4,000 for heads of families and married persons who have no children under eighteen.

In addition, on net incomes above \$5,000 the following surtax percentages are due:

Surtax on Net Income Between—	Old Law	New Law	Total
\$5,000-\$7,500	None	1%	1%
7,500-10,000	None	2%	2%
10,000-12,500	None	3%	3%
12,500-15,000	None	4%	4%

Authoritative advice on the details of making out your income-tax return appeared last month, in Mr. Seabrook's article on page 95 of February ELECTRICAL MERCHANDISING. Readers who have not yet filled out their returns will find that article helpful.

Expert Service as the Jobber's Aid

The Brass Tack Brigade Holds a Dr. Garfield Session at Which Sales Manager Davis Recites an Experience to Prove the Value of an Expert's Services, Maclarens Tells Another — and Micky Daly Summarizes

By FRANK B. RAE, Jr.

ABOUT the only comfortable place in town on the first fuelless Monday was my room at the hotel. I was lucky in having a box of smokes in my bag, so the Combination Gas & Electric fellows—Al Davis, big Jim Lennox, Edwards, Lieutenant Micky Daly and Maclarens, the contractor—all gathered in 606 for a lazy-day discussion of business. Soon Radcliffe, the jobber's man, joined us.

"Say, fellows," said he, "what do you think?"

"I dunno," replied Micky, "fwhat do I think?"

"Why, I've been asked to write an article about jobbers and jobbers' salesmen for ELECTRICAL MERCHANDISING."

"I kin tell yez how t' do ut," asserted Micky promptly. "Begin ut this way: 'A essay on th' jobber's salesman. There ain't no sich animile.' That tells th' whole story. Jobbers' salesmen ain't salesmen at all, at all. They are gentlemen equipped with an undecipherable catalog an' an assortmint av unprintable shtories. They go into a contractor's shop an' say, 'Bill, did you hear this wan?' an' after tellin' a shtory that ain't fit t' eat they end up with, 'I don't suppose ye want anything th' day?' an' beat ut."

"Come, Micky," laughed Radcliffe, "we aren't all as bad as that. Why, I sold a thousand dollars' worth of stuff to the Helzfire Blast Furnace Company only yesterday."

"And beat me outa th' business," commented Maclarens bitterly.

"Then you quoted high," replied Radcliffe.

"You mean you quoted low," snapped the contractor.

"Asey. asey." admonished Micky. "Youse two birds will be after pullin' th' tail feathern out av each other and litterin' up th' landscape with loud

squawks. Why is ut, now, that th' like av yez can't bide in peace fer th' space av three minutes?"

"For the same reason," replied Maclarens, "that the lion and the lamb can't lie down together."

"If I remember my boyhood Sunday School lessons, the thing is not impossible," said Davis.

"Yer wrong, Misther Davis. 'Twas not in a Sunday School lesson, but in Barnum's circus, years ago. Th' trouble was, however, that ole man Barnum had t' put in a new lamb ivery marnin'. They laid down together, all right, but th' lamb was on th' inside."

Even Mac had to laugh at Micky's sally.

"But, seriously, men, why don't you fellows get together?" Davis continued. "It's a cinch if you put your mind to it. For example, when I was working for the International Electric Equipment & Supply Company we had a fellow who was sent out to break in new territory. He had a system that was not only good theory but good practice. Here's how he worked it:

"When he went into a town he picked out a contractor who looked pretty bright, whose reputation was sound and who wasn't so 'sot' in his ways that he couldn't catch on to a new stunt. He went to this contractor chap and talked to him something like this:

"We want your business—all your business. We want it on the basis of service, and our form of service means not only taking your orders and your money and shipping you the goods, but we actually and personally help you land the good orders. You're our representative in this territory and we want to help you to be a good one.

"Now, whenever you hear of a big contract or a big lot of motors or supplies or apparatus, you go and see the

man and tell him that you have an expert on your string who will come here and advise him about his requirements. Don't quote prices at first. Just get the prospective customer's permission to bring in the expert. If he thinks he's getting a lot of high-priced special advice for nothing, nineteen times in twenty he'll hold up the order till your expert comes.

"Now, I'm the expert. I come in and look over this chap's proposition. I specify for him the exact motors or equipment he should have. And I tell him that it'll cost him about so much money.

"That quotation is as high or higher than any other quotation he receives, and naturally he wants to know why. I tell him. I'm not a salesman, I'm an expert. I'm not talking for dollars and cents, I'm talking to persuade him to buy *what is best for him*. I am in position to convince him that he really wants the best, that he's buying for investment, and that to compare a price-trimmed layout of electrical goods with one that is properly engineered is the same as comparing a hand-me-down suit of clothes with a suit that is built to order.

"I won't always get the business," concluded this chap, who had really had a lot of experience with motor jobs, "but I'll get you enough business so you will find it mighty profitable to handle our lines and restrict your purchases to our house."

"Naturally, the contractor—if he's the right sort—is willing to give the proposition a trial or two, and this so-called expert generally made good. Why, this fellow once sold a bunch of motors on which he quoted \$1,200 higher than his nearest competitor!*

"Now," concluded Davis, "I don't

*This is an actual instance. The "expert" jobber's salesman is now sales manager for one of the leading manufacturers of safety inclosed switches.

see why more jobbers' men can't work on some such basis as that. They would sell more goods, and while they're on their vacations their trade don't drift away. It's worth a trial, anyway."

There was a silence for several moments after Davis ceased speaking. The general attitude of the men was that he was "preaching." Finally Maclareen spoke up:

"You've told about one kind of jobber's salesman, Mr. Davis," he said, "now let me tell about another kind:

"Last month I got a little job of construction work from a regular customer, and in due course I sent in my bill. Pretty soon I received a phone call from this customer asking me to come around. When I got there he had my bill, and a bunch of memoranda, and he was mad as a hyena.

"What are you trying to do to me, anyhow?" he yelled. "Do you think because I've trusted you to do our work that I'm going to pay for your daughter's music lessons and buy your wife a new car every month?"

"Well, after he'd bawled me out for a while, we got down to cases, and I found out that a jobber's salesman had come in and told him that the contractors of the town were a gang of daylight burglars, and that he, the jobber, would sell stuff for half our prices. Then, just to prove it, he quoted on the material I'd used in that job, and his quotation was lower than I could buy the stuff for from the same jobber. Result was that I had to trim my bill down to where it netted me a neat loss. And the devil of it is that if I'd had to quote in the first place I would have bid higher than my final bill.

"So that's the sort of competition we're up against from some jobbers. That guy didn't get the order—he cost me a lot of money and lost me a steady customer—and he taught the factory men of this town a clever trick to use in trimming down the contractors' prices, for you all know that these purchasing agents and manufacturers get together and pass along

little schemes like this. I say it ain't fair play."

"And I agree with you," said Radcliffe promptly. "That was dirty work. Our house don't do that sort of thing. But you've got to remember that these manufacturing plants, especially the big ones, demand a better price than the contractor gets. We have to give the price or lose the business."

"Radcliffe, you're wrong," cut in



"Now, I'm the expert. I come in and look over this chap's proposition. I specify for him the exact motors or equipment he should have. And I tell him that it'll cost him about so much money.

"That quotation is as high or higher than any other quotations he receives, and naturally he wants to know why. I tell him, I'm not a salesman, I'm an expert. I'm not talking for dollars and cents, I'm talking to persuade him to buy *what is best for him*."

Big Jim Lenox. "You're dead wrong. I know of lines that can't be sold at cut prices—lines where the jobber and dealer have absolute protection. If protection is given on one line, why not on another?"

"Protection, my dear fellow, is a dangerous word. It's against the law to fix prices."

"Price fixing by agreement is against the law, but there is nothing to prevent a man from maintaining standards of sales practice which enable him to make the best use of his trade channels. Take this jobber chap who came in and gave a quotation on this job Mac was telling about; that fellow didn't sell anything; he got every contractor in town against him, and now he's in a place where the only way he can do business is to become a confessed pirate. By keeping his prices at a point where the contractor can make money co-operating with him, he could do thousands of dollars' worth of business in this town, the

increased volume would reduce his overhead, and he'd make more money than he now makes. Maybe it is price fixing to play fair with the trade, but I don't think anyone will take that view of it."

"Well," said Radcliffe, "we don't like to cut under the contractor, but if we don't some other fellow will, and when he does we lose the business."

"Ye remind me av a gang av kids at a ball game," interrupted Micky. "Wan av yez inches out a little onto th' playin' field, and thin th' nixt little ragamuffin he inches out a little, an' thin th' nixt, an' th' nixt, an' so forth, until finally th' batter can't run t' first base without knockin' a dozen av ye down.

"An' thin the umpire he calls time, an' tries t' clear th' field, an' he can't, an' pretty soon th' game breaks up in a fight. Be yer policy av sneakin' a triflin' advantage over th' next felly ye spoil th' game fer yerself an' everybody else. An' whin some one sez t' ye, 'Fer why can't ye stand back a bit and thin everybody will see a fine game?' ye answer, 'If I

didna shneak out thin pretty soon all these other guys wud be in front av me an' I couldn't see nauthin'.' But ye fergit that whin ye all sneak out then ye don't see no game annyhow—and ye also fergit that if only wan or two av yez snook out, an' th' rist av ye stayed back, ye cud compel th' sneaks t' come back, aither be bawlin' hell outen 'em or be callin' the cop."

At this point the bell-hop entered with a large clinking pitcher of ice water, and I, being the host, slipped the boy a dime.

"Did yez notice, now, that th' dinge what brung up yon flowin' growler av pump-wather collected tin cints from our distinguished visitor from th' me-thropolis? Ye did? Thin I ask ye, did ye notice this nagroe prisint a bill, or howld out his dusky mit, or otherwise convey th' impreission that there waz coin a-comin' to him? Ye did not? Well, thin, that is an example av how to make th' jobbers howld their prices right an' not cut

th' pants off'n th' poor an' shtuggling contractors.

"In th' first place, make ut wan av th' customs av th' country, like givin' tips fer hotel service. An' thin, if annywan fails to abide by th' custom, do what th' bell-hops do—withdraw th' service. If Red, here, had neglected to give th' dinge a dime, he'd

had more throuble in this hotel than the manager has. His laundry wud be late, his pants wud be pressed crossways instid av down th' front, he wud be waked up at five av th' marnin' by mistake, th' ice water wud come in a dirty pitcher an' in settin' it onto th' bureau th' contints wud be spilled into his collar box.

"O, there are many ways av makin' a man conform to th' customs av th' trade! An' 'tis so with th' electrical fellers if ye only knew it. Ye could make 'em be decent by sivil methods that'd shtop jist short av the crime av mayhem."

To which Maclareen asked, "Why stop short?"

War Activities and Selling Opportunities

The Home Needs of the Red Cross Workers and the Chance It Offers Us for Appliance Business and for Service

By CLARA ZILLESSEN

MAJOR GRAYSON MURPHY, head of the Red Cross Commission in France, has telegraphed to the women of America: "Red Cross standard dressings in millions must be sent over here with all possible speed. If this is not done and done immediately, a serious calamity and national disgrace is inevitable." Immediately our women in city, town and village everywhere are redoubling their efforts to make these millions of compresses and bandages.

But have you ever stopped to think where all this free labor, all this volunteer service comes from? What would all these women have been do-

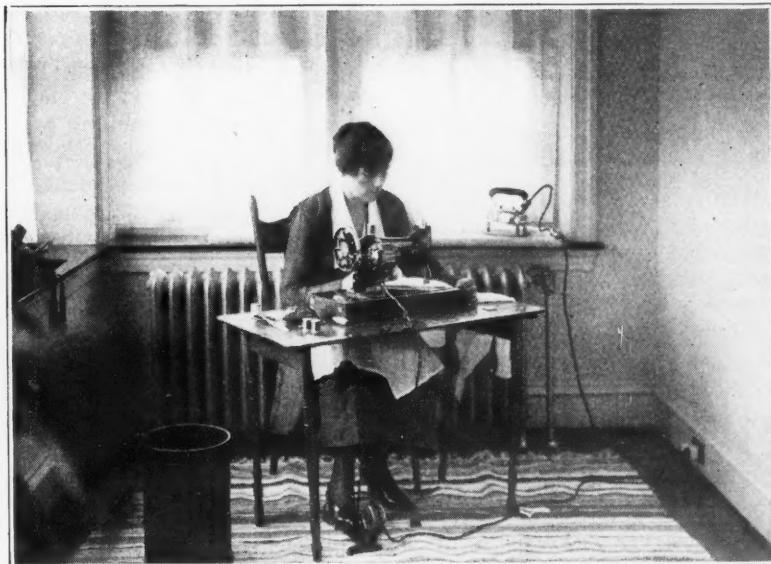
ing with this time they are now spending on Red Cross work if no war had come? What have they left undone in order to labor on these surgical dressings? It is a question of particular interest and concern to us in the electrical industry.

RED CROSS WORK TAKES TIME

It is the rank and file of American women who are giving all this time and labor, not the women of the so-called leisure class. They come from our great mass of typical American homes—a very large percentage of them servantless—for you will always find that the women who apparently

have their hands most full are the first to dedicate themselves cheerfully and efficiently to some task which affects the welfare of the community or the country at large. But given the willingness to help, whatever branch of help is elected, *it will take time*. Where will this time come from?

Now, just suppose yourself a housewife and that you have agreed to give one whole day and one afternoon each week to your Red Cross unit. Being responsible for the running of your house, to take that amount of time away will certainly necessitate some readjustment of your working schedule. Besides, you would be knitting



War or no war, there are a few essential clothes to be made and made over. The electric sewing machine and electric irons for the necessary pressing will release an appreciable amount of time on this job.



The electric fireless cooker means that the woman citizen can work for the Red Cross all day and still have a perfectly good dinner ready for her family in the evening, for with the modern automatic devices cooking goes on equally well in her absence.

helmets, scarfs and sweaters in between and that will consume more hours. Somehow or other, however, you will squeeze in the time—maybe at the expense of nervous energy, your mending, cleaning or the family meals. You will do it but at a sacrifice both inefficient and unnecessary.

ELECTRIC APPLIANCES MUST ADD HOURS TO THE TWENTY-FOUR

If ever there was a situation which called for aggressive "Lighten Labor in the Home" work, this is it! American women simply must accomplish

workers appreciate the measure of relief it offers them?

Already there are several influences at work in our favor. The women's magazines—the trade papers of the home—are devoting more and more editorial attention to electric appliances. They are advocating a simple standard of living and efficient and modern methods of taking care of the home and family. And in support of this manufacturers of electrical devices are helping by showing definitely in their advertising in these magazines how their appliances save time

an electric sewing machine, and another, I think, will purchase a washing machine very shortly. This is a very fertile field, and by offering a small commission to your employee for every sale effected through any member of his family you will supply the necessary incentive.

It seems to me, though, that if the display windows of every dealer-contractor and central station were enlisted in the effort, it would prove one of the best ways to push this campaign, for once your imagination gets to work on what can be done along this line, there seems to be no end of good ideas. A series would be effective—that is to say, a series of displays using the same background all the time and changing the display once a week. I have in mind a more or less permanent background showing a kitchen environment which can be made without much expense or labor. I saw a very attractive one in a series of cooking lectures, which was ideal for a window display. The background was made of Beaver board covered with oilcloth simulating tiled walls. The floor was covered with blue and white checked oilcloth, and blue and white checked gingham curtains hung at the simulated windows and they certainly made a tremendous hit. From your local furniture store you can borrow a kitchen table, and instead of the kitchen cabinet I would substitute a porcelain sink, if you can borrow one from your local plumber.



This Red Cross unit maintains a regular factory turning out garments for repatriates, refugees and convalescents. They work longer hours than factory hands, for they are all volunteers.

Do they look like the type of woman who will let her household duties slide in the meantime? No, indeed! The electric fireless cooker and other labor-saving devices are running their homes on a nearly automatic basis. Incidentally, this shop is equipped with electric sewing machines, buttonholers, cutters, etc.

this huge job of war relief; and they have only the same twenty-four hour day in which to do what they have done heretofore and all this extra work besides. The electrical industry must make it possible. If these women are to escape the necessity of neglecting their families and their household duties, they will have to have electric sweepers, washers, irons, sewing machines, dish washers, ranges and fireless cookers. They will have to put their housekeeping as nearly as possible on an automatic basis, and this cannot be done unless the house is equipped with electric labor-saving devices. The question is, How shall we set about the selling of the idea? How can we make these Red Cross

and energy. We can every one of us capitalize on this advertising—each in his own town.

**LET YOUR OWN WOMEN HELPERS
"CARRY THE MESSAGE"**

Again, every saleswoman in your employ and every girl employed by you, whether she be bookkeeper, file clerk or stenographer, can carry the "Lighten Labor in the Home" message to her Red Cross and relief co-workers. So can the wives, mothers and sisters of your male employees, for there is ample opportunity. Merely through a few well-directed words, two of the women in the Red Cross unit to which I belong were influenced to buy irons. One has bought

FEATURE THE ELECTRIC RANGE

Then your background is ready, and if you have a cooking rate in your town I should feature an electric range first. Show how a beef roast, potatoes, vegetables en casserole and a rice pudding can be cooking in the oven, while the housewife is busy with her relief work. It will be necessary to have one or two cards lettered, giving the cost of current for cooking the dinner, and explaining that it can be placed in the oven after luncheon and needs no attention until it is taken out in time for serving in the evening.

Next feature an iron display the week following, for it is a good plan, I think, to alternate between appliances relatively high in price and those, like the iron, more moderately priced. Put a dummy wall outlet in the background, show the iron connected as if ready for instant service, have your ironing board one of the new folding

models and have a clothes basket filled with clothes. Let your placards in this window play up the time-saving element. These displays can then be followed up with a washing machine demonstration, a fireless cooker display, dish washing, and so on. Once you have your background finished it will not entail much work or expense, but pains should be taken to make each setting realistic. And realism is more often the result of careful planning and a little extra trouble than expenditure of money.

In addition to the window displays, a list of Red Cross workers in your town should be secured, and you can circularize these names. Show them how they can serve their country, their families and themselves by eliminating unnecessary manual labor and devoting the time saved to more productive work. Use the letters and ideas suggested in the Society for Electrical Development Monthly Sales Service, or those offered by the various manufacturers. It should be easy to stir up a lot of interest in the campaign by offering a 3-lb. electric iron for smoothing out gauze to the unit sending in the greatest number of names of prospects, or whose members buy the largest number of appliances. In fact, the necessities created by war relief work can be made the basis not only for your selling and advertising campaigns, but also for advancing the broader issues of economic and civic independence for women which are so much in the limelight now. While they are not actually war issues, they are so closely related that you cannot be accused of trifling with non-essentials while the big fight rages.

WOMEN READY WITH EMERGENCY HELP

Men whose families are not actively enlisted in this war relief work do not appreciate the extent to which the women are already participating. Recently a telegram came to our city from one of the Southern camps asking for 1000 "housewives" for the soldiers there. The foresighted women in charge of this branch of relief work took 1000 of these kits from their reserve supply and sent them out that day. Nearly every day troop trains pass through our city, and no matter what hour of the day or night they arrive, there is a gallant little band of women at the station waiting to refresh the men with hot coffee, fruit and cigarettes, and to supply them

with games, magazines and books. It takes much time, it means much work.

Not long ago a call came in from the powers that be for 1000 pairs of bed socks. Next morning ninety yards of eiderdown were delivered to our house to be cut out into bed socks. We went to work and cut them out, of course, but if it hadn't been for our electric washing machine and dish washer there might have been a se-

rious gumming-up of the household wheels. But in many other households they do not realize that such practical sources of relief are so readily available, and we of the electrical industry must show them. It will be profitable because it will mean many, many more appliances on circuit, but it will also be a mighty aid to Red Cross work to free more hours of more women's time.

Help Solve Transportation Problem

Some Concrete Suggestions to Shippers Concerning Better Use of Railroad, Truck and Other Facilities to Relieve Congestion

THE growing menace of the freight transportation situation has induced the Associated Business Papers, Inc., New York, of which ELECTRICAL MERCHANDISING is a member, to formulate a plan for definite, practical co-operation by shippers to relieve terminal congestion and keep freight moving.

The following plan calls for action, now, and shippers everywhere are urged to bring it to the attention of the proper organizations for that purpose.

As a measure of relief from the present congestion, the shipper can materially aid himself in the improvement of his own transportation conditions and the elimination of the excessive costs of not being able to do business, by carrying out the following suggestions:

IN CONNECTION WITH THE RAILROADS

1. Co-operate and put it over. Do not kick at changes.
2. Load and unload promptly. Do not wait for a convenient season.
3. Load to capacity.
4. Do not reconsign en route. Decide the destination before the goods leave.
5. Pack securely and mark plainly.

IN CONNECTION WITH MOTOR TRUCKS AND HIGHWAYS

1. Make a survey of all the incoming and outgoing freight handled within zones of 10, 25, 50 or 75 miles from your city.
2. Ship all goods to be delivered within the above zones over the road by motor trucks.
3. Demand that all goods to be shipped to merchants in your city and originating within the zones mentioned be delivered by motor trucks.

4. Make a census of all motor trucks in your town available for this work.

5. Take up with your local offices of the national express companies and your local haulage and express concerns as to how far they can extend their present delivery routes.

6. Select a committee of the best traffic managers of the concerns in your city to lay out a detailed plan to suit your local conditions and determine upon the fair rates to be charged.

7. Arrange for a sufficient number of receiving platforms or warehouses where you can use horse wagons and motor trucks up to 3-ton capacity to deliver and set down goods, leaving for the larger trucks the running between the main points in the zones.

8. Put some trucks in the overland haul work on definite leaving schedules so that goods can be delivered to the receiving platforms or warehouses in time to make up full loads to any given points.

9. Arrange a Return Loads Bureau. Arrange with the local telephone companies to give your regular telephone number to any inquirer calling up and asking for Return Loads Bureau. Post notices in the offices of all of your merchants that you have established a Return Loads Bureau. This will enable trucks to quickly collect loads to be transported to their home cities.

IN CONNECTION WITH WATERWAYS

1. Secure information upon transportation available on existing waterways covering short hauls.

2. Get behind the movement for immediate production of barges for the large canals, such as the Erie barge canal, which would relieve the freight situation between the lakes, coal regions and the important centers on the Atlantic seaboard.

3. Take up with the traffic manager of your business and the traffic expert of the local chamber of commerce the possibility of the use of waterways for any part of your freight movement and arrange shipping plans accordingly.

Local Contractor Association Can Preserve Its Identity Under the New "National" Plan

How the National Association of Contractor-Dealers Has Provided Forms of Constitution for Both "Divided" and "Undivided" Districts—Division Into Sections May Be Made Along Any Lines Chosen by District Membership

THE national executive committee of the new National Association of Electrical Dealers and Contractors, at its St. Louis meeting, on Jan. 22, adopted two forms of district constitution—one for "undivided" districts and one for "divided" districts—recommending the general use of these forms in order that the relations between the districts and the national body may be uniform, a condition obviously desirable, since it is through the state and the district organizations that national membership and dues must be handled.

There is nothing in the district constitution to prevent a local association already in operation from retaining its present form of organization and operating under its present constitution, providing the local body will amend its form of constitution to avoid any conflict with the above-mentioned operation of the national with respect to membership and dues.

The form of constitution for a divided district was adopted so that ex-

By JAMES R. STRONG

Past President N. E. C. A., and Chairman Constitution Committee, National Association of Electrical Contractors and Dealers

isting locals, now called sections, could retain their existing organizations and thus make reorganization unnecessary. It is not even necessary that the sections of a district shall be divided along any definite lines, so that division into locals may be made in any way that the district chooses. For example, in New York City there are at present eight locals, three or four of them doing a contracting business principally, but the reasons for subdivision are:

1. One section desires to employ union labor only.
2. Another section wishes to retain open-shop conditions.
3. Another section will not employ union labor.
4. Another section has some credit association features involved.

These various sections hold separate monthly meetings and two general district meetings annually.

In a given territory, sections of a given district may be formed in the outlying towns at once, giving each section a representative on the district executive committee. Pending the formation of such sections the members of the association in the outlying towns should either join the centrally located and already existing association, or, if that is not desirable, they can perhaps belong to a new section to be formed in some centrally-located city, which new section might also include some local contractors who may not belong to the existing association. Or, if this is not feasible, the members in the outlying towns might even temporarily be members of the district association direct, but in this case they would have no representation on the district executive committee.

CENTRAL STATION AND JOBBER MEMBERS CAN HELP

In the outlying towns mentioned there may be dealers or central stations doing retailing, or jobbers doing retailing, who are eligible as associate members, and by interesting these there would be sufficient to form a section of the local district. In this connection one should be guided by the clause headed "Eligibility to Membership," on page 5 of the newly-issued pamphlet, "Instructions and Detailed Information," a copy of which has been sent to all members of the association. These copies will be supplied on request by Secretary H. C. Brown, at association headquarters, 110 West 40th St., New York City.

The matter of representation of the sections on the district executive committee can be determined by the district, and it is entirely proper if the district wishes to amend Article VI of the divided district constitution by adding the following words: "Except

STATE _____		SECTION _____
DISTRICT OF STATE _____		SECTION _____
CLASS	AMOUNT OF SALES IN THIS STATE DURING LAST CALENDAR YEAR	To the Secretary:
[A]	Less than \$ 12,000	In accordance with Article IX of the National By-Laws, we report that our gross sales in the above State during the last Calendar year are indicated by the class marked in the margin.
[B]	\$ 12,000 to \$ 25,000	
[C]	\$ 25,000 to \$ 50,000	
[D]	\$ 50,000 to \$100,000	
[E]	\$100,000 to \$150,000	
[F]	\$150,000 to \$200,000	
[G]	\$200,000 to \$300,000	
[H]	\$300,000 to \$400,000	
[I]	\$400,000 to \$500,000	
[J]	Over \$500,000	
Executed by Name _____		Date _____ 1918.
Address _____		
Town and State _____		

Blank form issued by the new national association for reporting gross sales during the last calendar year as a basis of annual dues. Gross sales should be reported in the state in which the firm's office is situated, regardless of where the work is located, unless a branch office is maintained. If branch office is maintained the sales of such branch office should be reported in the state in which such office is located. Gross sales means business billed. "Do not guess the amount," urges the explanation sheet which accompanies the card. "Your best interest will be served by keeping an accurate account of your gross sales of electrical contracting and merchandising. You cannot determine what your earnings or profits have been unless you do this."

that the _____ contracting section may elect two (or more) members to the district executive committee." If the district adopted such amendment it would be submitted for approval to the state executive committee, which approval would no doubt be formal only, and would be given without question.

ESSENTIALS OF A DIVIDED DISTRICT

The essential features in a divided district are:

1. That application for membership shall come through the section of the district.

2. That classification cards sent to the members by the national office shall be filed through the section of the district.

3. That bills for dues for district, state and national should be sent by the section secretary to the member, and that remittance should be made from the member to the section secretary.

This gives the section control of the membership and gives a working organization through which the national can do its business.

We must consider the matter of membership in the association on much the same basis as a membership in a national fraternal organization. The subdivisions—state, district and section—are all part of the national, and the member joining a district or section of a district becomes a national member just as a man joining a local lodge becomes a member of the national organization. In the matter of dues the state controls the amount of state dues and the district controls the amount of district dues.

PRINCIPLE OF GRADED DUES ADOPTED IN LOCAL AND STATE ORGANIZATIONS

The New York State Association has adopted the same schedule of dues as the national, and the Greater New York district has also adopted the same dues as the national; thus the dues for an individual member to cover all three subdivisions are three times the national dues. In this way we carry the principle of graded dues into the district, and I believe that if graded dues are proper for the national they are equally proper for the state and district.

Whether or not the amount of these dues is too large or too small it is impossible to determine without a

trial, and the constitution of all the organizations provides that the executive committee may reduce these dues if they prove to be in excess of the requirements of the association.

The officers of local associations should urge upon their members to provide sufficient funds and also urge upon those contractors doing a larger business, that their benefits from the association are directly proportional to the amount of business they do, and that they should carry their share of the burden proportionately.

There is no doubt in my mind that the present movement to improve business conditions in the electrical retail trade is well started, and is bound to succeed. All must agree that its success in this short time in various parts of the country has been remarkable. Results will be accomplished even more quickly, of course, if sufficient funds are provided so that competent men can be employed to do the work of organization, which it is impossible to do solely through the agency of volunteer workers.

Three-Cornered Co-operation to Make Wiring Business

IN the territory of the Public Service Company of Northern Illinois, that central station company, together with a manufacturer, the Harvey Hubbell Company, and the local contractors, is co-operating to increase appliance sales in the wiring business. It is thought that in these times the central station should seek additional income from business that does not require capital investment. This may be accomplished by more completely equipping the home with electric outlets. With this plan in mind the Public Service Company has published special advertising matter on domestic service as shown by the folder reproduced herewith, which was prepared at the suggestion of the Public Service Company by the manufacturer. The folder is entitled "More Time to Knit," and is an appeal for modernizing the home so that the housewife may have more time for duties and pleasures not

associated with her every-day household tasks.

The Harvey Hubbell Company had these folders printed. The Public Service Company is distributing them with its bills, and is offering easy terms of payment to those who wish to take advantage of the offer.

Where the amount involved in the job or sale is less than \$6 the terms of payment are cash thirty days. Where the amount is from \$6 to \$12 the terms are six equal monthly payments, and where the amount is \$12 or over, the terms are twelve equal monthly payments. Except where the company has its own wiring department, all contracts taken on this class of business are turned over to the contractor for execution and the company purchases the contract from the contractor. In this way not only is wiring business created, but the contractor is enabled to get his money as soon as the work is done.



Lighten Labor In The Home

ARE you getting the maximum of service from your electrical appliances? Are you depriving yourself of the comfort and convenience which you thought they would bring when you bought them, because you do not have a convenient place to attach them?

With electricity in your home you have an electric servant, ready at your beck and call at any time of the day or night to relieve you of most of your household tasks.

If you are not getting the full benefit of this service from your electrical appliances because of a lack of convenient attachment sockets in your home, you will be interested to know that there is an easy way to install a few more receptacles at convenient places about the house. These receptacles can be located in a wall, baseboard, floor or in the side of the dining room table. These outlets will do away with the overhead cord and the necessity of removing the lamp every time you wish to use an electrical appliance.

A few of these receptacles about the house will enable you to use your appliances to the best advantage, permitting you to realize the

Electrical Ideal of Comfort and Convenience

PUBLIC SERVICE COMPANY
OF NORTHERN ILLINOIS



These folders were prepared by the wiring-device manufacturer at the suggestion of the central station company. The latter turns over to local contractors all orders received, the company purchasing the contracts from the contractor so that the latter gets his money promptly

"Lighten the Labor of the Home"

Four Central Station Campaigns that Boosted Vacuum-Sweeper Sales

MARCH, APRIL AND MAY—spring housecleaning months from time immemorial!—offer the best opportunity for vacuum-cleaner selling in the whole calendar of the year. And no appliance better represents the new spirit of patriotic merchandising service that animates the central-station selling staff in this day of scanty coal supply and servantless homes. For the vacuum sweeper sells readily and at a good profit; takes relatively little power to operate it (and even that during off-peak hours); and frees the mistress of the home for the service of the Red Cross and the nation.

HERE ARE FOUR PAGES OF IDEAS out of the book of recent central-station experience to help you merchandise vacuum-cleaners this spring.

Sales Doubled at Pittsfield, Mass., Each Year

By H. W. DERRY

Contract Agent, Pittsfield (Mass.) Electric Company

IN THESE days of conservation by individuals and organizations, co-operation between the manufacturer, dealer and ultimate consumer, for the good of all, is becoming more and more important.

Our recent fall vacuum cleaner campaign was an example of such effective co-operation between all parties, and the story of this "drive" may be of interest to readers who are planning a spring campaign to "Lighten the Labor of the Home" by the vacuum cleaner method.

Advertising, it has been said, is not an expense if properly handled. Rather, it is an investment. It is no more expense than an active salesman. But to be effective it must have a definite object. It must pave the way for the salesman's call. It is far cheaper to do a big part of the educational or missionary work by means of printed salesmen than by means of the flesh-and-blood salesmen, and an advertisement in a newspaper, or a folder, or on the back of a bill, will often get to the right man, when your crack salesman can't get by the office boy.

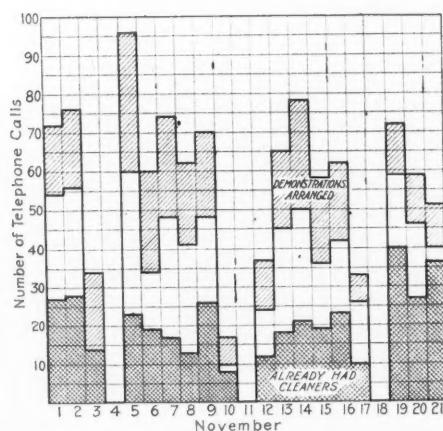
So advertising offers the best method of preparing the way for your salesman's call; and this is what national campaigns of popular advertising should do. Too much money in

proportion is being spent in broadsides and not enough in follow-up.

Every morning dozens of expensive folders, plans and booklets are placed on my desk. I look these over carefully, because I am interested in advertising, and in finding new ways of making my own work more efficient. Occasionally I find an idea that I can use to advantage in my work.

The necessity of continuous advertising and publicity on the part of public-utility corporations, as well as individual firms and companies, is becoming more and more pronounced every year.

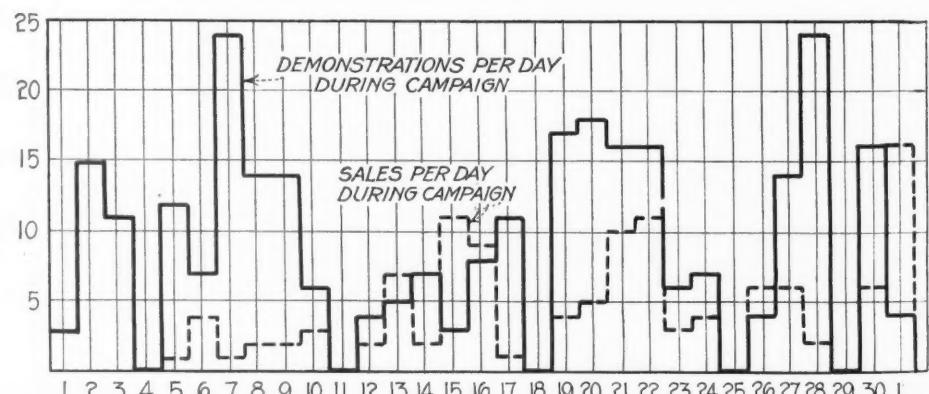
Most corporations nowadays set aside a generous sum for the purpose of merely building up good-will for



This diagram shows the number of telephone calls made each day during the campaign. The lower cross-hatched sections indicate the calls to households which already had vacuum sweepers; the upper diagonally-crossed sections show those calls which resulted in demonstrations

their service. Electric lighting companies are seeing the need of selling their service to the public.

As there is but one electric lighting company in a community, ideas for



How the demonstrations were made, day by day, and how the sales of vacuum sweepers followed as the sweepers were put into operation in the customers' homes

further growth must usually be obtained from what electrical people are doing in other cities as reported by the trade magazines and from the National Electric Light Association, manufacturers' selling helps, and salesmen.

Occasionally a salesman who has the big idea of selling will call and relate ideas of selling that have worked successfully elsewhere.

Such a salesman was Mr. Beveridge of the Eureka Vacuum Cleaner Company, who came to my office at a time when I thought I was making mighty good progress with a competitive cleaner. I was so satisfied with the cleaner which I had been selling that the only way Mr. Beveridge could induce me to try his sweeper was for

this year will again double my sales over the previous period.

Mr. Beveridge did not stop even at that, but took a great interest in our salesmen and gave them instructions on how to sell vacuum sweepers. He showed our service men how the cleaner was made and what to do in case of trouble.

He not only sold us his vacuum cleaner, but he sold us the *idea* of selling vacuum cleaners and service.

Our fourth campaign is drawing to a close. A description of this campaign may be of interest to the reader.

A very attractive folder was inclosed with our electric-light bills for the month offering a ten-day free trial to all of our customers.

This folder was furnished by the sweeper manufacturer with our name imprinted on it and with the offer coming from us.

We have found it advisable to keep an active prospect list of our customers who are using the telephone, and in order to back up our newspaper and selling efforts, a young-woman telephone operator was engaged to call up these customers. As she had had no previous selling experience, a model plan was mapped out for her as follows:

This is the Pittsfield Electric Company. You are taking our service, I believe.

Ans. Yes.

Are you using any electrical appliances?

Ans. Yes.

Have you an electric vacuum cleaner?

Ans. No, we have none.

You should have a vacuum cleaner. Most everyone has. We are having a special sale of vacuum cleaners this week. I would be very glad to have our demonstrator call and show you how it works, without any obligation on your part.

In spite of the fact that the young lady had had no previous selling experience, her record was very good. She called 1076 customers, made 341 appointments, producing 108 sales.

Her salary was paid by the manufacturer, and her expenses by the Pittsfield Electric Company.

As we had agreed to pay a special price for all cleaners sold during the campaign, we first took an inventory of all the cleaners in stock. This was done by using the serial numbers of the machines, so that a complete rec-

ord of the history of each machine could be kept during the campaign.

Our next step was newspaper advertising, the manufacturer financing the larger advertisements, and we continuing our regular space in the local paper.

The customer's attention was first attracted by the newspaper advertising and his interest was aroused by the circular inclosed with his bill. These paved the way for the telephone call, and the desire for the vacuum cleaner was created at the time of the

**Sent to you on
10 DAYS FREE TRIAL
THE GRAND PRIZE**
EUREKA
**Electric
Vacuum Cleaner**
Lighten the Labor of the Home
 Give your wife the same Labor Saving Machinery that you have in your office or factory.
**Phone 947
for a Free Trial**

THE PITTSFIELD ELECTRIC COMPANY
PHONE 947

One of the smaller newspaper advertisements used by the Pittsfield company in its "Lighten the Labor of the Home" campaign

him to leave it in my display room on consignment.

A day or so afterwards a customer wanted a vacuum cleaner and asked to have the two machines sent out on approval, with the result that she brought me a check for Mr. Beveridge's machine the next day and spoke so enthusiastically about it that I placed an order for two more machines. These two machines had much the same success as the first one, and my success with the Eureka induced me to draw a contract on a quantity basis.

Most salesmen would have stopped here and have considered their work done, but Mr. Beveridge was not satisfied with the number of machines that I was selling and wished to try a sales campaign, which proved so successful that I doubled my sale of vacuum cleaners the first year, and



Why Clean the Home in the Old, Old Way?



The Far, Far Better Way—The Eureka Way

For the Sake
of Economy,
Ease and Health.

Why do you insist on doing your work in the old fashioned way—using an unsanitary broom that scatters dust from room to room—when a Eureka Electric Vacuum Cleaner will pick up all this germ laden dust so it can be carried out of the room and away from the house forever and at a cost that is reckoned in pennies.

The Eureka cleans so thoroughly that when the semi-annual housecleaning time comes 'round the rugs, carpets, curtains, mattresses, pillows, etc., are just spick and span—all the work is done—you are free from worries, backaches and that long ten day siege of ceaseless dusting and sweeping.

The wonder working Eureka is a veritable dirt eater—reaching all the nooks and corners, breathing in the germ laden dust at every turn.

The Eureka is very light in weight—mechanically perfect and has special attachments and features not found on Vacuum Cleaners elsewhere—see it before you buy.

Pages from folder, printed in colors, prepared by the sweeper manufacturer and imprinted with the central station's name for use in the local campaign

demonstration, so that little sales effort was needed by the salesman at the time of the sale.

The co-operation of the manufacturers has influenced our whole organization favorably towards them, and this good-will cannot fail to produce permanent profitable results.

I believe that our success in this campaign is but one of the many successes which dealers who enjoy similar co-operation on the part of the manufacturer of electrical appliances have enjoyed, which proves that the manufacturer who strives to reach the people—not as a mass, but as individuals—through local dealers, cannot fail to be successful.

Vacuum-Cleaner Sales Methods that Sell 1000 Machines a Year at Providence, R. I.

THREE THOUSAND vacuum cleaners sold in three years is the record of the Electric Shop of the Narragansett Electric Lighting Company, Providence, R. I. And this result has been accomplished by a well-laid plan consistently followed.

From the end of March to July, and from September to the end of the year an aggressive campaign is carried on. The window is used for demonstrating the cleaner, and occasionally for massing a large number of cleaners for display. This gives the impression of a "sale" of the machines and causes inquiries.

SECURING VALUABLE INFORMATION BY TELEPHONE

The telephone has been an important factor in the development of the sales plan, explains A. H. Allcott, manager of electric shops for the Narragansett company.

For securing the names of those not owning vacuum cleaners 'phone calls have been found more effective than even a house-to-house canvass. Over the telephone the company got the names of those who have no machines, and when the campaign was launched these people were called up and asked if demonstrations might be made in their homes. These demonstrations proved the best kind of a selling "talk," and many orders were closed through them.

In the early part of the year the prospective increase in price of the machine was used as a talking point, and during January 200 machines were sold.

GO AFTER HUSBANDS WHOSE WIVES HAVE EXAMINED MACHINES

Prior to the Christmas holidays a circular was sent to the husbands of the women for whom a demonstration had been made but to whom the cleaner was not sold. The cleaner was suggested, in the circular, as an appropriate gift. Many orders were traceable directly to the employment of this little stunt.

The machines are always sold at full price, explains Mr. Allcott, but this price is never directly mentioned to the customer when endeavoring to make a sale. Emphasis is laid more upon the easy terms—the small initial

payment of \$2.50 and the deferred-payment plan—than upon the selling price.

A good prospect list, secured mostly by use of the telephone, soliciting

an opportunity to make a house demonstration, window displays, "easy terms," and a direct appeal to the husband where the sale was not closed with the wife—these were the means that closed orders for 1000 cleaners last year by the Narragansett company, repeating the selling records of the two preceding years.



The show windows attracted so much attention that the crowd which came in kept four to six demonstrators busy in the Schenectady company's salesroom, showing the machines

Schenectady Campaign Produces 150 Sales in Eighteen Days

THE Schenectady Illuminating Company has always been one of the foremost promoters in the sale of toasters, flatirons and other small devices, but has handled washers and sweepers only since March, 1917. Believing, however, that devices which "Lighten the Labor of the Home" should be brought to the attention of local housewives, L. E. Cass, sales manager, arranged, in November, to conduct a campaign on washing machines, during which 110 machines were sold in twenty-three days, as described in the January number of ELECTRICAL MERCHANDISING.

Immediately at the close of this sale, a campaign for the sale of suction sweepers was inaugurated, and in eighteen days 150 were sold. The

highest record was twenty-two machines in one day.

All machines were sold at list price and, when desired, on the "easy-payment" plan of \$3 down and \$6 a month.

EMPLOYEES ENCOURAGED TO TRY APPLIANCES IN OWN HOMES

About a week before the beginning of the campaign, W. L. Johnson of the Hoover Suction Sweeper Company demonstrated to the local sales organization the construction and operation of the machine. Then each employee of the department was given an opportunity to take a sweeper home for a month and become thoroughly familiar with it by actual use in his own home. The company sent a sweeper also to the home of each head

of department and foreman who did not already have one. The enthusiasm and confidence thus secured is considered by the sales manager to be one of the large factors in the success of the campaign. Incidentally, the housewives were so well pleased with the Hoovers that about 90 per cent of them were purchased.

The advertising was carried on by means of quarter-page advertisements in the newspapers, stuffers in the monthly bills, signs on the trucks and an interest-arousing and educational window display.

This window display was of national as well as local interest, for when, on Dec. 12, the manufacturer offered prizes for the best window displays, R. Weidaw, advertising manager of the Schenectady company, won the first prize of \$75. In fact, this window created so much interest that it kept from four to six demonstrators in the salesroom busy to take care of the people who came in.

"FOLLOWING UP" THE STORE INTERVIEWS

The name and address of each person who did *not* purchase in the salesroom were also secured and later a salesman called with a sweeper to further demonstrate and, if possible, left the machine in the home. It is the experience of the company that, with machines left on trial, 80 per cent are purchased.

R. S. Green, district manager for the sweeper manufacturers, spent considerable time with the company during the campaign, instilling enthusiasm in the organization and assisting in closing sales in which difficulty was experienced.

The final results of this campaign cannot be measured in volume of sales made during the campaign, as the effect of the work is evident in sales of the same line of machines made during succeeding months.

Mr. Cass believes, also, when a campaign is conducted along correct lines

that one of the best results is the greater efficiency created in the sales department. This is shown by the fact that there is a marked increase in the sale of other "electric servants" and better and quicker sales in the future of the appliance featured during the campaign.

Using Telephone to Take Lost Motion Out of "Lighten-Home-Labor" Campaigns

THE method employed by H. J. Pettingill, Jr., of Woonsocket, R. I., of using the telephone to help sell vacuum cleaners recently won a prize offered by the McJunkin Advertising Agency, Chicago. The campaign, as Mr. Pettingill outlines it, has been largely relieved of that tedious arch-breaking foot-work that characterizes most house-to-house canvasses. It is free of very much of its lost motion.

"In one recent vacuum cleaner sale," he says, "we worked up a complete list of our customers, checked the list over the telephone directory, and inserted a telephone number where customers had phones. Then, for a month one salesman was turned loose in handling the sale.

PHONING FOR APPOINTMENTS

"He was given an exclusive outside line, and he called by phone each customer who, according to our records, had no vacuum cleaner. If customers could be interested, an appointment was made for a demonstration of the cleaner. After the

first two or three days of telephoning sufficient appointments were made to allow his starting in on the demonstrations. (Between appointments additional phone calls can be made, and during a thirty-day period quite a number of appointments and demonstrations can be made.)

MERCHANDISING PROFIT

"Our experience showed actual average demonstrations of two to three cleaners per day, and sales of one and a half cleaners a day. Figuring a profit of \$10 a cleaner over invoice cost, it can be readily seen that this is a paying proposition from the merchandising standpoint—leaving out of consideration the addition of the cleaners to the energy-consuming devices on the electric company's lines.

"While we have tried out this plan only on vacuum cleaners, and have used it three times for campaigning purposes, we see no reason why the same plan cannot be used successfully for putting out washing machines, sewing machine motors and other appliances with which the housewife is unfamiliar, and which, if demonstrated, will make her a willing purchaser or a good prospect."

RESULTS OF SUCTION SWEeper CAMPAIGN FROM DEC. 10 to 31, 1917. PERIOD, EIGHTEEN DAYS—SALES, 150 CLEANERS

	Receipts	
Sale of 150 sweepers.....	\$9,571.00	
Promotion expenses:		
Newspaper advertising.....	\$542.08	
Street-car advertising.....	13.50	
Waterproof signs for trucks.....	27.50	
Material for window display.....	2.40	
Ten per cent commission allowed gas salesmen on cleaners sold by them.....	363.10	
Time of regular employees.....	148.00	
Delivery of cleaners to customers (most of the cleaners were delivered by salesmen).....	27.20	
Cost of 150 cleaners, including express, cartage and storeroom charges.....	\$1,123.78	
Total cost.....	\$7,810.88	
Receipts	\$9,571.00	
Expenses	7,810.88	
Profit	\$1,760.12	
Average profit per cleaner.....	\$11.73	

Note: "By selling, as we do, all sweepers at list prices," says Mr. Cass, "there is such a large margin of profit that after making allowances for overhead expense, rent, light, heat, collecting installment payments, interest on capital advanced, etc., there remains a fine profit for the central station."

Giving Soap With Each Washing Machine Sold

In a washing machine campaign recently conducted by a Columbus (Ohio) dealer, one year's supply of soap was given away with each machine sold. This offer, coming at a time when all soaps were advancing in price, had a direct appeal that materially assisted in creating interest. Sixty-five machines were sold during the thirty-day drive.

Estimating the Lighting of a Barracks

Figuring Wiring for the Temporary Class of Construction
Used in Cantonments, Camps, Hospitals, Mess Halls,
Y. M. C. A. Houses and Other Auxiliary War Buildings

By JOHN W. HOOLEY

THE new cantonment was completed, and the newly-made soldiers of Uncle Sam were already swarming into their quarters and settling down into the routine of training, when word came that a company of engineers from another post had been ordered to this cantonment site for special service. The camp buildings proper were filled, and it was there-

was of the temporary type now being so largely used for cantonment structures, hospitals, Y. M. C. A. houses, and other buildings for special war purposes, so that the method of figuring the work will be of interest to other electrical contractors who may be called upon to render the government similar emergency service.

The general contractor who had

issued orders that the best local contractors be secured without delay, and the work started. Accordingly the biggest builder in the near-by town was awarded the contract for the building, while the sub-contractors were appointed direct by the officer in charge.

Among the sub-contractors whom this officer had to deal with was Sam Jones, the electrical contractor. When the officer visited his office with a set of building plans, he was very favorably impressed with the looks of Jones' store and his stock. After explaining the object of his visit, he spread out the plans and told Jones what was wanted. Jones caught the idea quickly, and assured the officer that he had all the stock on hand needed to tackle the job, as well as the necessary men to make the installation. To insure the officer's confidence, Jones suggested a visit to his stockroom, pointing out his supply of wire, cleats, sockets, lamps, fixtures, fittings, etc., and then proceeded to block out the lamps, outlets, cutout boxes, etc., required for the job.

The officer seemed quite satisfied and told Jones he could prepare himself to be ready to take the job in three days, when the building would be completed. "The government will pay you for labor, material and your overhead, plus 10 per cent for your commission. Now," he added, "how are we going to set a price and a layout?"

"Easy enough," said Contractor Jones. "If you will leave that set of plans here with me to-night, I will get up the wiring layout—also an estimate of material and labor required, and have it in your hands by to-morrow morning, and if all is satisfactory, we can close up the job."

"All right, go ahead," replied the officer, "here are the plans and I will expect you to submit the layout and an estimate by to-morrow morning, before 10 o'clock."

fore determined to add a barracks building which would hold 200 additional men, including a mess hall occupying a part of the first floor, the remainder of this floor to be used as a dormitory. The entire second floor was also to be used for dormitories.

The construction of this barracks

erected this cantonment had completed his job and had gone, and was now busy on another job elsewhere, therefore his services could not be secured for the barracks building contemplated.

As no time could be lost, the commanding officer in charge of the camp

ESTIMATE			Jan. 15, 1918	
Name Barracks Building			Sheet No. 1	Est. No. 983
ITEM	QUAN-TI- TY	DESCRIPTION	MATERIAL	LABOR
58	60 Watt Lamps	.60	34.80	
58	Key Sockets	.40	23.20	
58	Steel Shades	.50	29.00	1740
500	4 ft. Reinforced Condu.	.04	20.00	
58	Rosette	.20	11.60	
200	4 ft. 14 S.C. Wire	115/.02	22.00	4000
300	pair Cleats	.03	9.00	
4	gross Wood Screws	2.40	2.00	
1	cutout Box 4 abt. Complete		5.00	20.0
1	" " 3 "		4.50	20.0
1	Main Switch fused 60 Amp. 2 pole		3.00	20.0
1	Steel Box for same		2.00	5.0
	Solder Tape Est.		5.00	
			171.10	63.90
			63.90	
			235.00	
Add for Overhead 25%			58.75	
Commission 10%			29.35	
Bid →			323.10	

Jones made up his estimate sheet carefully, listing all material at current prices and figuring labor according to his data files. Finally he added to this his overhead and the 10 per cent fee stipulated by the officer to be figured on cost of labor, material and overhead.

Jones took over the plans and promised to be on time the next day.

After the officer left, Contractor Jones got on the job with a vim. He had been in touch with things at the camp during construction, and with this knowledge, in addition to some ideas of his own on the subject of camp housing, he laid out the panels, circuits and all outlets on the plan, making all his marks neatly in ink. Then he made up his estimate sheet, carefully listing all material that would be needed, figuring his material at current prices, and labor according to his data files. Finally he added

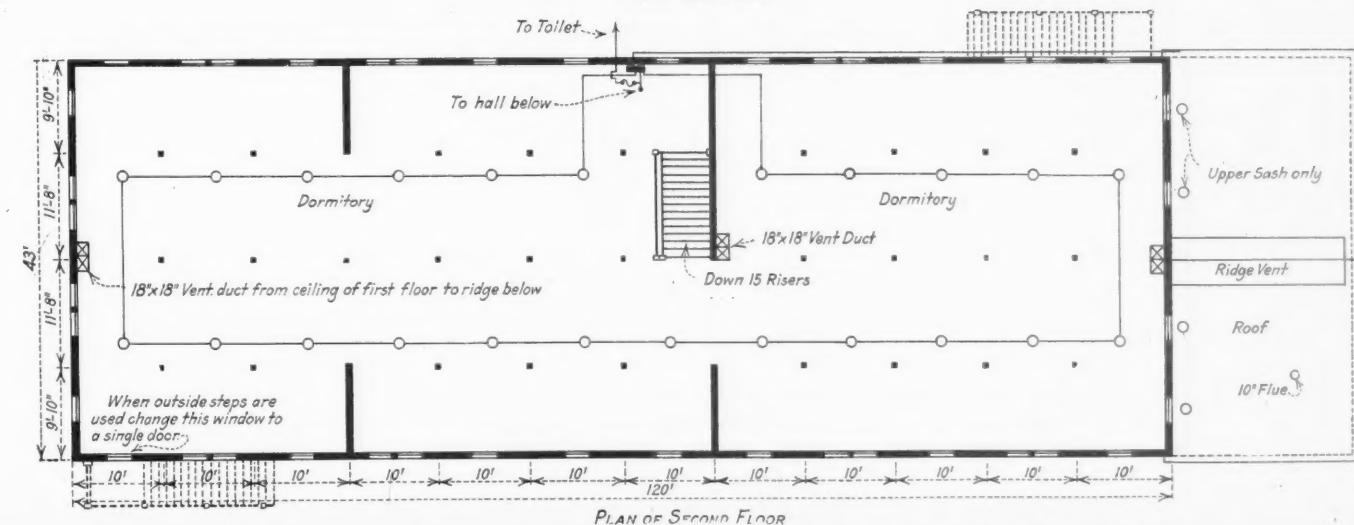
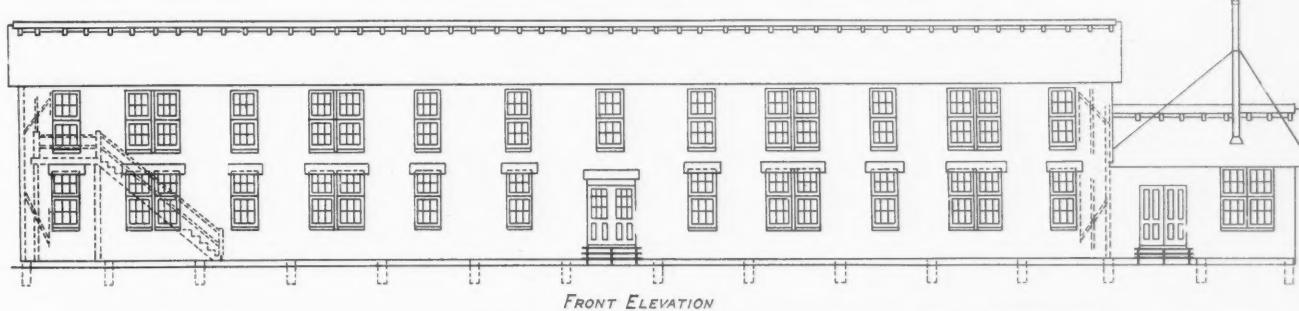
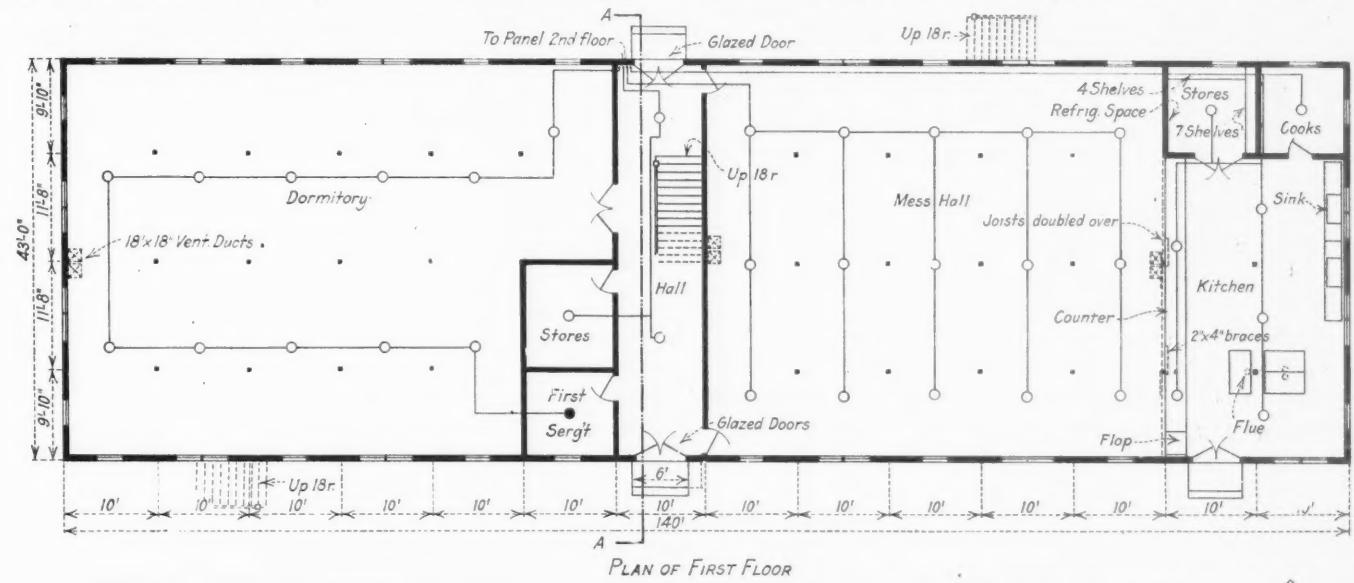
to this total his overhead and the 10 per cent commission stipulated by the officer to be figured on cost of material, labor and overhead.

Now his data were complete, and he felt satisfied that there was no guessing on his part either. He had made up his figures with all the care that would be necessary in case he secured the job.

At the hour promised he presented himself and his figures at the officer's headquarters. He spread out his plans and explained the layout, producing the estimate sheet for final consideration. So complete and carefully pre-

pared were the figures submitted by Contractor Jones that the officer gave him authority to go ahead and "get on the job."

Also, the officer concluded by remarking: "By the way, Mr. Jones, you are the only contractor who has secured a job here without competition. In all the other jobs, as in the case of the builders, plumbers, etc., we have had to consult at least two of each. But the way you've gone about estimating this job, and the way the board of trade and the bank have spoken of you convince us that we have the right man for this job."



Barracks building to house two hundred men, showing layout of wiring for first and second floors

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

Volume 19—March, 1918—Number 3

PUBLISHED BY McGRAW-HILL COMPANY, INC., NEW YORK

Income Tax and Inventory

EVERY electrical merchant welcomes the chance to make a Victory contribution to Uncle Sam proportionate to his means, even if in the form of the war income tax. Such an investment in democracy is bound to pay handsome dividends.

But this war tax will be worth many times its cost to any electrical merchant if, when he makes out his return between now and April 1, it serves to impress him with the value of proper accounting and inventory systems for his business.

Both are essential right now to the preparation of an accurate and fair income-tax return. But both are even more necessary, at all times, to the proper conduct of a business in electrical contracting or supplies. The income tax, as a means for giving to the merchant or contractor vital information which in many instances never before had been sought, has a lesson, therefore, that can be applied to the every-day business of every merchant and every contractor.

The Three Kinds of Jobbers' Salesmen

A JOB is as big as the man who holds it. A jobber's salesman can be an order-taker, or he can be an ordinary salesman, or he can be a *creative* salesman—that is to say, he can be the partner and merchandise manager of every customer in his territory. The choice lies with him.

The order-taker type of jobber's salesman will soon be extinct. There is mighty little room left on any pay-



The jobber's salesman must act as the dealer's sales manager to instruct the sales force in the goods and the best method of presenting them

roll for that sodden sort which plods from one dealer to the next with the fixed query, "Anything to-day?" and who is content to book a coil of wire or a case of lamps.

Nor will there long be room for the ordinary salesman—now generally classed as successful—who applies hammer-and-tongs methods to getting a little more than

"his share." Such a man succeeds by virtue of his ability to fight for *existing* business. There his usefulness ends.

But there is, we have said, a third class—the *creative* salesmen—who have the vision to see and the ability to develop *new* business opportunities. This class, we believe, will be representative of the jobbers' salesmen of the future.

The creative salesman is one who looks at his lines from the customer's standpoint. He looks at material, fittings or appliances not as things which he can sell to his trade, but as goods upon which his trade can



He must act as the dealer's window trimmer to see that goods are effectively displayed—in the windows and on the shelves

make a profit. And if the profits fall off in one direction he is ready with suggestions for building them up in another.

* * *

Right now we see the creative jobber's salesman turning from supplies to merchandise. Wiring and construction work are falling off in some districts, but the demand for electrical merchandise—especially for household labor-saving appliances—is increasing. So the jobber's salesman turns his business-creating ability to the sale of these. And in so doing he is not concerned solely with getting the goods on to the dealers' shelves, but upon getting the profit from those goods into the dealers' cash register.

In creating business thus, he finds that he has a man's-size job. He finds that he must act as the dealer's purchasing agent to see that the proper goods are stocked and at the right price. He must act as the dealer's advertising counsel to see that powerful yet economical advertising is employed. He must act as the dealer's sales manager to instruct the sales force in the goods and the best methods of presenting them. He must act as the dealer's expert accountant to see that safe and sure means of collecting are employed. He must act as the dealer's window trimmer to see that the goods are effectively displayed both in the windows and on the counters and shelves. He must, on occasion, even act as the dealer's financial adviser, guiding him to such sound banking and bookkeeping methods as will insure the safety and continuity of the account and incidentally safeguarding the dealer's profit.

All these are factors in creative salesmanship. They call for business ability of a high order, but—the *real* jobber's salesman is that sort of man who possesses this most important qualification.

IDEAS FOR THE MAN WHO SELLS



Plans, Schemes and Methods to Increase Sale of Electrical Goods



More About the Swanson "Show You" Plan of Selling Washers

A. L. Swanson of the Swanson Electric Company of Evansville, Ind., is continuing to get results with his plan of demonstrating in person the superiority of electric washing over the old-style method, by actually doing the prospective purchaser's washing himself. An interview with Mr. Swanson appeared in ELECTRICAL MERCHANDISING for August, 1917. Mr. Swanson claims the distinction of having washed for more families than any

washerwoman in the city, and his "Missouri" methods are rapidly convincing Evansville housewives of the wisdom of washing electrically.

The Swanson company's offer is explained in a series of newspaper advertisements recently run in the daily papers.

As the sample ad shows, this copy advertising was forcefully written, was packed with real "reasons why," and gave facts and figures showing the saving possible with an electric washing machine. "You may have free use of the machine until it does what we say," was one of the paragraphs in a typical advertisement. A free-trial coupon was a part of each ad, and the names, addresses and telephone numbers of owners of washing machines already sold were given. The prospect was invited to get in touch with these people and learn what they thought of their machines.

The plan has proved a popular success. The generosity of the offer gets the machine into the home and its performance keeps it there. Every customer is absolutely "sold" on the proposition before the sale is made. These satisfactory sales mean satisfied customers whose good-will is an invaluable asset. Advising prospects to "ask the man who owns one" has always been good advertising. Advising them to "ask the woman" is still better.

Mr. Swanson Says:

"I will personally do your washing any morning—at any time you say."

Mr. Swanson has washed for more ladies than any washwoman in the city.

He knows how much saving there is in the home when the washing is done by electricity.

A WESTERN ELECTRIC WASHING AND WRINGING MACHINE will do every \$100 worth of laundry in one year.

Cost only 1½ cents per hour to operate.

Power working parts are made. Every part guaranteed.

One lady made \$38.00 in three weeks with her washer. Another lady said, "If I could not get another, I would not take \$300 for mine."

The money you now pay out for washing will help buy food and clothes for you.

The clothes will last six times longer when washed in a WESTERN ELECTRIC WASHER. Absolutely no rubbing.

It is clean, health and silent—so simple and safe a child can operate it.

Any electrical device that has WESTERN ELECTRIC COMPANY'S name on it is good. The telephone that you now use is made by them.

We will supply you a machine and let it pay for itself. You give us what it saves you.

You may have a free use of it until it does what we say.

Our machine is not an experiment. The proof of the pudding is in the eating.

Call up and we will figure the actual saving over the way you are now doing.

Our offer is good any time.

You Can Pay Down as Your First Payment Only \$5.00

The Balance on Small Monthly Payments

All of these ladies own Western Electric Washers, some of them more than three years—probably know some of them. Ask them what they think of it.

Tell You What They Think of the Western Electric Washing Machine:

Mr. John Bostick, 111 Archibald—1232
Mrs. John Bostick, 111 Archibald—1232
Mrs. F. H. House, 319 Calley—3213-3
Mrs. S. S. Scott, 319 Calley—3213
Mrs. Irene, 1428 Calley—6124-3
Mrs. Schwegmann, 284 Washington—729
Mrs. Frances Dorn, 281 Edgars—1811-1
Mr. George, 281 Edgars—1811-1
Mrs. Harold George, 281 Edgars—1811-1
Mrs. L. L. Johnson, 281 Edgars—1811-1
Mr. T. A. Eddins, 187 Delancey—2168-1
Mrs. E. C. Eddins, 187 Delancey—2168-1
Ray Lannert, West Heights—1556
Mrs. W. H. Miller, 1485 Third St.—3144
Mrs. W. H. Miller, 1485 Third St.—3144
Mrs. W. H. Miller, 1485 Third St.—3144
Mrs. H. H. Hirschberger, Mt. Vernon Road—1842
Mrs. H. H. Hirschberger, Mt. Vernon Road—1842
Mrs. A. C. Griswold, 282 Main St.—1671-1
Mrs. A. C. Griswold, 282 Main St.—1671-1
Mrs. J. B. Montague, 1312 Chandler Ave.—1275-1

TRIAL WITHOUT CHARGE

SWANSON ELECTRIC CO.
406 Main St., Phone 696.
I would like to take advantage of your offer of trial of a Western Electric Washing and Wringer Machine without charge.
Name: _____
Address: _____
You may call: _____

Swanson Electric Co.
Largest Exclusive Electrical Store in the City.
404 Main St. Telephone 696

"You may have free use of the machine until it does what we say" is the message of Mr. Swanson's ads in the daily papers.

rally it cost us a little money to operate the cars all over the country. Now that we have a lot of small plants in operation we take our prospects to see one of his neighbors enjoying home comfort. The neighbor tells him all about it in his own way, making a sales talk that is many times more effective than our own—which is likely to be a bit technical in spite of our efforts. Friend Prospect sees his neighbor's home lighted or cleaned at the touch of a button and he gets the whole idea. It's what you might call selling by induction."

"Is Everything Working Properly?"

In conducting a house-to-house canvass a type of approach used by Thomas F. Kelly, commercial manager of the Dayton Power & Light Company, proved of much value in getting an audience with the woman of the house.

When the door was opened the salesman introduced himself as the company's employee and asked if all the electrical appliances used by the householder were in working order. When admitted to the house this gave the man an opportunity to look at the appliances already in the home and to attempt to interest the housewife in others. The appliances which needed repairs were, of course, taken to the company's shop.



Attaboy, Roy! And Here's Another to Start Your Third Liberty Loan Subscription.

YOUR REGULAR brand-new starched-up green Dollar Bill arrived safely. I viewed it and your letter with much satisfaction. After thinking some time I gathered myself together and went to the bank and worked it for the first deposit on a Liberty Bond.

Your Dollar Bill is much honored.

Sincerely yours,

ROY SCOTT COWAN,
Contract Agent.

Greenfield (Mass.) Electric Lt. & Pwr. Co.

Selling Farm Lighting "by Induction"

In a community where farm lighting is unknown, it pays to make demonstrations with outfits mounted on cars. When the territory begins to get studded with successful installations, however, it is better to show the prospect the labor-lightened home of a neighbor.

"We used to have five automobiles fitted up with demonstrating plants," said a farm-lighting specialist in the office of Charles W. Winters at Baltimore the other day. "It was quite an investment to keep tied up, and natu-

Utilizing Waste Space to Help Win the War



The Buffalo General Electric Company took advantage of the boarded-up condition of its windows during a recent reconstruction period to place a large, prominent sign, urging co-operation with the government in its conservation movement. This patriotic way of attracting attention brought forth favorable comment and also helped cover an unsightly spot while changes were in progress.

75 Per Cent of Elmira Houses Now Wired Up

Commercial Manager Robert W. Hoy of the Elmira Water, Light & Railroad Company, has completed a twelve months' housewiring campaign which has resulted in the wiring up of 75 per cent of all the houses in Elmira. At the beginning of the year there were approximately 10,000 homes in the community and about 6000 of them were on the company's lines. The commercial department therefore set a goal of 1500 houses to be wired up during the year and came within thirty-five of making good in spite of the entry of the United States into the great war, Liberty Bonds and Red Cross campaigns, all contingencies which were not included in the campaign plan. Also, the size of the Elmira sales department has been reduced by the loss of several men who have gone into the army or were called to other departments to make good war losses there.

This business has been secured by a steady, consistent follow-up of unwired houses, the construction work being handled by the local contractors and also by the company's own wiring department, which was organized to assist the contractors during the period when the rush of construction work had grown so great that they

were overwhelmed. These contracts have been made direct with the consumer by the Elmira Water, Light & Railroad Company and the work given out among the local contractors, the new customers paying their bills in convenient installments.

Save Your Shovelful of Coal by Cooking Electrically

When the coal man reluctantly promises to send up four bags of Phoebe Snow's black diamonds some time next week, Mr. and Mrs. House-owner begin to realize that coal must be saved. At precisely that second they become better electric cooking prospects than they have ever been before. The electric range not only saves coal, but transplants the worry over the getting of it—from the frigid kitchen to the watt-warmed power house.

According to some prominent electric range engineers, 263 lb. of coal used to generate electricity for an electric range will do cooking work that would require 800 lb. of coal if burned in the usual kitchen range. Making heat by the wholesale is economical—just as making yeast cakes, submarine chasers or chewing gum is cheaper on large scale production.

The Minneapolis (Minn.) General Electric Company is using this argument to good effect in its newspaper advertising, in which all the electric cooking appliances are styled "coal savers." As H. V. Coffy of H. M. Byllesby & Company says, "The use of electricity for cooking is an easy way for the householder to save his shovelful of coal a day."



Use Electrical Appliances SAVE COAL Help Win the War

ELECTRICAL appliances are adapted to doing the work of the world with the least possible consumption of coal.

The use of electrical cooking devices in the home will save much coal.

Coal is one of THE things which will bring victory to our cause.

See the display of COAL SAVERS at our office or at your dealers.

The Minneapolis General Electric Co.

Main 6100 15 South Fifth Street T. S. 44218

Ask for Miss Bell's Food Conservation Suggestions

Save both coal and foodstuffs by electric cooking, counsels the Minneapolis central station company

Pushing the Fan for Winter Use

MURDER!

Jack Frost kills the window display that every merchant is so anxious to have people see.

Only one "best way" to chase him off and keep your windows clear: Use that Electric Fan to keep the air in motion.

SPECIAL—Don't forget about the usefulness of the electric fan in speeding up the drying of any surface that has been freshly painted or varnished.

Set an electric fan near the stove or radiator in a cold room and see how quickly it will get the warm air to circulate.

The home fan will earn its keep ANY day or evening if started a-whirling

near a wire basket loaded with newly washed dishes.

On damp and rainy days, the electric fan will assist wonderfully in drying laundry indoors. pity that so few women seem to know this very useful secret.

If there is a closet or a cupboard that has been shut up for a long time the electric fan will air it out quickly and thoroughly.

In fact, there seems to be no end to the service possibilities of the electric fan. Although generally considered merely as a breeze-maker in the sweltering days and nights of the summer-time, it has a perfectly good claim to recognition as a year-round help in home, store and office.



Winter time uses of the electric fan for homes and business houses

Enlarging upon the idea of advising customers to use electric fans for clearing frosted windows, the Utilities Development Corporation of Chicago has sent to the customers of its several subsidiary companies an envelope stuffer like that reproduced herewith, suggested by an idea published in ELECTRICAL MERCHANDISING. The additional suggestions for practical uses of the fan in the home were worked out from the woman's viewpoint by Miss L. M. Beefield, who is sales manager for the Utilities Development Corporation.

Catching Attention with a "Queer" Letter

Recently the window of an electric shop in Boise, Idaho, garnered a number of interested glances by means of an unusual letter which was mounted on the inside of the pane.

The letter was written in pencil and contained a request for "ten electric-driven money-making machines." Below, a typewritten legend explained that while the electric company could not supply electric money-making machines, it was in a position to supply its customers with any type of electrical machine manufactured, and that every electric-driven machine was a money-making machine when compared with doing its work by hand.

Of course, the whole thing—penciled letter and all—was a "plant" on the part of the ingenious store manager, but the letter got many a chuckle from the passing public.

HINTS FOR THE CONTRACTOR



Ideas on Estimating, Stock Keeping, Shop and Construction Methods, and Collections

Trade Acceptances Will Help Contractor to Collect

Too often the electrical contractor does business with poor customers for the sake of getting business, declares a man prominent in the supply trade.

In such cases the contractor arranges the details of the job and binds himself to definite dates and figures, but requires nothing from the owner or the man who lets the contract, in the way of a definite time for paying his bill. This important matter he discusses very little for the reason that he fears to offend a good customer. This attitude even develops to a point where the customer thinks he is conferring a favor on the contractor in giving him his business, and the contractor accepts this point of view.

And there is where the contractor

usually shows up at his worst. Instead of standing up for his rights and demanding a square deal he turns the contract into a one-sided agreement in order to get the business.

Such a policy keeps the contractor continually on the brink of financial disaster. He takes time from his business to collect back bills, is afraid to tackle new jobs, and worst of all he hurts his own credit by continually stalling for time on the payment of his bills.

It is not enough to get the business. The contractor must insist on definite terms of payment.

And one of the easiest ways to bring this about is by increasing use of the trade acceptance, declares the man referred to. The use of trade acceptances would do away with waiting for money, as the contractor can discount the trade acceptance,

get his money, and be free to pay his bills promptly.

"When the contractor gets it through his head that the trade acceptance is really a check dated ahead, and that it is just as binding as a check," says this manufacturer, "then all contractors will begin insisting on it with their customers. And when this takes place the contractors' credit will improve."

Keep Your Used Motors in Sight

In the main store of the Electro-mechanical Company, 530 North Calvert Street, Baltimore, Md., there is a low wooden shelf about 3 ft. wide which extends the whole length of the room. On this shelf is a single file of used d.c. and a.c. motors, and starting rheostats.

The reason for this display is apparent the instant a visitor enters the room. If he is "in the business" he strolls casually over to look at one of the motors that happens to catch his eye. Then the next looks interesting, and he usually inspects the entire line before leaving the store.

In the present times of over-night factory extensions and over-capacity loads, demands for emergency motor equipment are sudden. It is a fine thing to give every caller at your place of business an idea of what motor stock you have available. The best way to do this is to place the equipment where it can't be missed.

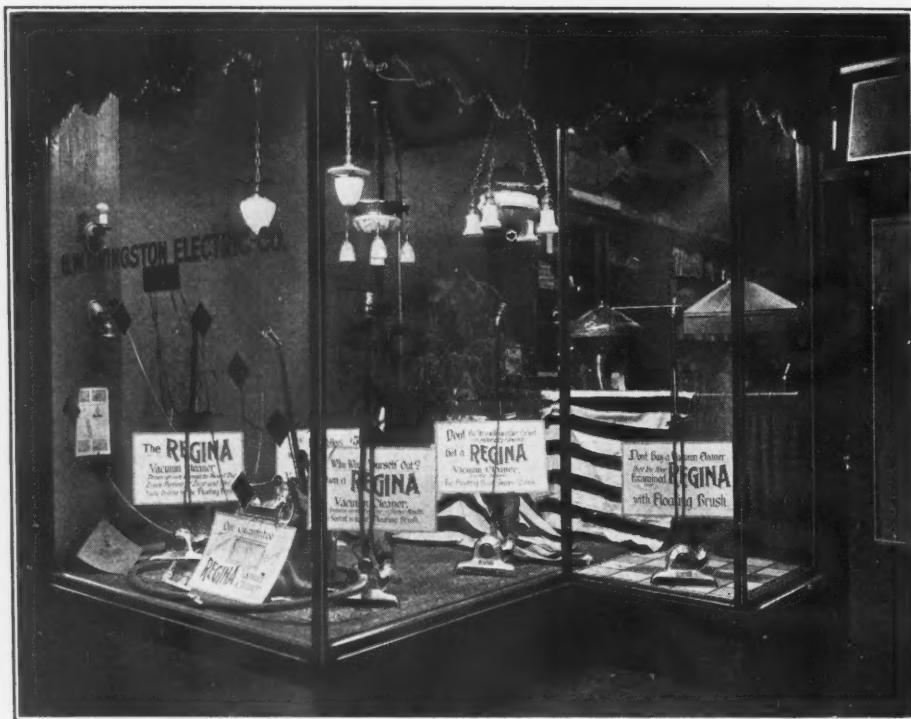
Tracing Cloth Wanted for Red Cross Bandages

The American Red Cross is sending out urgent appeals for more cloth for surgical dressings to be used in the hospitals for wounded soldiers and sailors.

It has been found that discarded draftsman's tracing cloth can be converted into good surgical dressings by a special laundry process. Local laundryowners' associations and the large laundries of all cities have been called upon to perform this work for the Red Cross.

We appeal to our contractor readers who have old tracing cloth to save it. Call up the large laundries of your city; they will collect it for you and put it through the process called for by the Red Cross.

A Vacuum Sweeper Display that Ties Up the Selling Arguments



Here is a window that was used during a successful vacuum-cleaner drive at Milwaukee. It has several unusually good features. One is tying up the cards on the window to that part of the cleaner which each describes in detail. This is done with ribbons and streamers. Note also how this contractor has increased the advertising value of his window by the special arrangement adopted. This allows a larger entrance and greater frontal display space. The background is pleasingly arranged to set off the cleaners, which are "stripped for action."

"More Sockets for More Service"

The more general use of electrical appliances means that necessary outlets should be provided for their supply. Every day hundreds of homes in this country are wired for electric light, but not for electric service. In order, therefore, that central stations shall fully render this service, complete wiring equipment must be installed at the time houses are wired, points out F. H. Scheel, in an article in the N. E. L. A. *Bulletin*.

The installation of added outlets in premises of existing customers can be materially increased—

1. By combining an offer of an outlet and an appliance, particularly in the case of a vacuum cleaners, washers, ironing machines and portable lamps.

2. By carrying this class of wiring on deferred payments, the same as on wiring jobs.

3. The use of duplex receptacles, thus permitting two attachments at the cost of one outlet.

4. By promoting the sale of the electrically wired tea table.

5. By paying salesmen commissions on this class of business as well as on new contracts.

"In a few words, think it, talk it, practice it," concludes Mr. Scheel, "tie up the idea with all your general advertising by some catch-word slogan. And for want of a better one I suggest 'More Sockets for More Service.' "



Doubling Sales on Flashlight Batteries and Lamps

By JOHN A. WATT,
Atlantic City, N. J.

HERE IS a little selling idea which I am using at this time. It works.

Flashlights make the best of presents, especially now for the soldiers. When we have made a sale of a flashlight we say something like this: "Maybe this flashlight is going to some one far away from an electrical store. If so, why not send an extra lamp and a few extra batteries?"

Lots of times it works, and as a result we have doubled our sales and also made better satisfied customers.

and wire to use on any industrial motor job. It gives an easy method of telling the carrying capacity of a wire both in amperes and in horsepower, and it enables the contractor, by counting the number of strands of wire in any cable, to determine what is the size of the entire cable.

For instance, suppose it is desired to install a 25-hp., 220-volt, two-phase motor. Someone must find out what size of conduit and what size of wire will be required. To find it he looks at the heading of the table under "220-volt two-phase," then follows down this column until he comes to the figure 25, the horsepower of the motor. He then follows along this line to the left until he reaches the column of conduit sizes for four-wire circuits where he finds that $1\frac{1}{2}$ -in. conduit will be required. Continuing on to the left he finds that he must use No. 10 wire. Moreover, the table also gives him the carrying capacity of this wire, which in turn determines the size of the fuses necessary.

The first few columns of the table were intended merely to assist in determining the size of cables. If one is in doubt about a short length of cable which is on hand, he can, by counting the number of strands and getting the nearest B & S gage for each individual strand, refer to the table and determine the exact size of the cable.

Size B. & S.	No. of Wires	Size Each in Inches		Nearest Solid Wire B. & S.	Weight per 1000 Feet	Weight per 1000 Feet	Size Conduit		A.C. Motors				D. C. Motors	
		Outside Diam. Inches (Bare)	Inside Diam. (Inches)				Double	Triple	Amperes Rubber	Amperes other ins.	1 1/2	2 1/2	3 1/2	
2,000,000	127	1235	1233	9+	1/8	6958	7025		1050	1670	3	5	110 V.	110 V.
1,950,000	127	1239	1237	9 1/2					1010	1610			220 V.	220 V.
1,900,000	127	1223	1221	9 1/2					970	1550			220 V.	220 V.
1,850,000	127	1207	1205	9 1/2					930	1490	3	5	440 V.	440 V.
1,750,000	127	1149	1147	9 1/2					890	1430			2200 V.	2200 V.
1,700,000	127	1132	1130	9 1/2					850	1360	2 1/2	4 1/2	5	110 V.
1,650,000	91	1197	1195	9 1/2					810	1240			220 V.	220 V.
1,600,000	91	1526	1524	9 1/2					770	1220			100	100
1,550,000	91	1305	1303	9 1/2					730	1150	2 1/2	4 1/2	4 1/2	
1,500,000	91	1284	1282	9 1/2					690	1080				
1,450,000	91	1262	1260	9 1/2					650	1000	2	4		
1,400,000	91	1241	1239	9 1/2					610	920	2	3 1/2		
1,350,000	91	1218	1216	9 1/2					570	840	2	3 1/2		
1,300,000	91	1197	1195	9 1/2					530	760	2	3 1/2		
1,250,000	91	1172	1170	9 1/2					490	680			200	200
1,200,000	61	1403	1263						450	680	1 1/2	3	3 1/2	
1,150,000	61	1375	1236						410	600			50	50
1,100,000	61	1347	1209						370	520			360	360
1,050,000	61	1318	1181						330	440			320	320
1,000,000	61	1290	1152						290	360			300	300
950,000	61	1267	1124						250	340			280	280
900,000	61	1241	1093						210	320			240	240
850,000	61	1214	1063						170	290			200	200
800,000	61	1185	1031						130	260			180	180
750,000	61	1156	1000						90	230			150	150
700,000	61	1108	977	9					50	170			100	100
650,000	61	1071	947	9					275	400	1 1/2	2 1/2	3	
600,000	61	1032	927	9					235	325	1 1/2	2 1/2	2 1/2	
550,000	61	1003	905	9					200	300	1 1/2	2 1/2	2 1/2	
500,000	61	9644	854	9					160	270	1 1/2	2 1/2	2 1/2	
450,000	61	9205	815	11					120	200	1 1/2	2 1/2	2 1/2	
400,000	37	1103	779						80	150	1 1/2	2 1/2	2 1/2	
350,000	37	1059	727						40	120	1 1/2	2 1/2	2 1/2	
300,000	37	10072	680						275	400	1 1/2	2 1/2	3	
250,000	37	9700	650						235	325	1 1/2	2 1/2	2 1/2	
200,000	17	1052	575						200	300	1 1/2	2 1/2	2 1/2	
190,000	17	1044	567	10					160	270	1 1/2	2 1/2	2 1/2	
180,000	17	1036	559	10					120	200	1 1/2	2 1/2	2 1/2	
170,000	17	1027	551	10					80	150	1 1/2	2 1/2	2 1/2	
160,000	17	1019	543	10					40	120	1 1/2	2 1/2	2 1/2	
150,000	17	1010	535	10					275	400	1 1/2	2 1/2	3	
140,000	17	992	527	10					235	325	1 1/2	2 1/2	2 1/2	
130,000	17	974	519	10					200	300	1 1/2	2 1/2	2 1/2	
120,000	17	956	511	10					160	270	1 1/2	2 1/2	2 1/2	
110,000	17	938	503	10					120	200	1 1/2	2 1/2	2 1/2	
100,000	17	920	495	10					80	150	1 1/2	2 1/2	2 1/2	
90,000	17	902	487	10					40	120	1 1/2	2 1/2	2 1/2	
80,000	17	884	479	10					275	400	1 1/2	2 1/2	3	
70,000	17	866	471	10					235	325	1 1/2	2 1/2	2 1/2	
60,000	17	848	463	10					200	300	1 1/2	2 1/2	2 1/2	
50,000	17	830	455	10					160	270	1 1/2	2 1/2	2 1/2	
40,000	17	812	447	10					120	200	1 1/2	2 1/2	2 1/2	
30,000	17	794	439	10					80	150	1 1/2	2 1/2	2 1/2	
20,000	17	776	431	10					40	120	1 1/2	2 1/2	2 1/2	
10,000	17	758	423	10					275	400	1 1/2	2 1/2	3	
9,000	17	740	415	10					235	325	1 1/2	2 1/2	2 1/2	
8,000	17	722	407	10					200	300	1 1/2	2 1/2	2 1/2	
7,000	17	704	399	10					160	270	1 1/2	2 1/2	2 1/2	
6,000	17	686	391	10					120	200	1 1/2	2 1/2	2 1/2	
5,000	17	668	383	10					80	150	1 1/2	2 1/2	2 1/2	
4,000	17	650	375	10					40	120	1 1/2	2 1/2	2 1/2	
3,000	17	632	367	10					275	400	1 1/2	2 1/2	3	
2,000	17	614	359	10					235	325	1 1/2	2 1/2	2 1/2	
1,000	17	596	351	10					200	300	1 1/2	2 1/2	2 1/2	
900	17	578	343	10					160	270	1 1/2	2 1/2	2 1/2	
800	17	560	335	10					120	200	1 1/2	2 1/2	2 1/2	
700	17	542	327	10					80	150	1 1/2	2 1/2	2 1/2	
600	17	524	319	10					40	120	1 1/2	2 1/2	2 1/2	
500	17	506	311	10					275	400	1 1/2	2 1/2	3	
400	17	488	303	10					235	325	1 1/2	2 1/2	2 1/2	
300	17	470	295	10					200	300	1 1/2	2 1/2	2 1/2	
200	17	452	287	10					160	270	1 1/2	2 1/2	2 1/2	
100	17	434	279	10					120	200	1 1/2	2 1/2	2 1/2	
90	17	416	271	10					80	150	1 1/2	2 1/2	2 1/2	
80	17	408	263	10					40	120	1 1/2	2 1/2	2 1/2	
70	17	390	255	10					275	400	1 1/2	2 1/2	3	
60	17	382	247	10					235	325	1 1/2	2 1/2	2 1/2	
50	17	374	239	10					200	300	1 1/2	2 1/2	2 1/2	
40	17	366	231	10					160	270	1 1/2	2 1/2	2 1/2	
30	17	358	223	10					120	200	1 1/2	2 1/2	2 1/2	
20	17	350	215	10					80	150	1 1/2	2 1/2	2 1/2	
10	17	342	207	10					40	120	1 1/2	2 1/2	2 1/2	
9	17	334	199	10					275	400	1 1/2	2 1/2	3	
8	17	326	191	10					235	325	1 1/2	2 1/2	2 1/2	
7	17	318	183	10					200	300	1 1/2	2 1/2	2 1/2	
6	17	310	175	10					160	270	1 1/2	2 1/2	2 1/2	
5	17	302	167	10					120	200	1 1/2	2 1/2	2 1/2	
4	17	294	159	10					80	150	1 1/2	2 1/2	2 1/2	
3	17	286	151	10					40	120	1 1/2	2 1/2	2 1/2	
2	17	278	143	10					275	400	1 1/2	2 1/2	3	
1	17	270	135	10					235	325	1 1/2	2 1/2	2 1/2	
0	17	262	127	10					200	300	1 1/2	2 1/2	2 1/2	
1000	17	254	119	10					160	270	1 1/2	2 1/2	2 1/2	
900	17	246	111	10					120	200	1 1/2	2 1/2	2 1/2	
800	17	238	103	10					80	150	1 1/2	2 1/2	2 1/2	
700	17	230	95	10					40	120	1 1/2	2 1/2	2 1/2	
600	17	222	87	10					275	400	1 1/2	2 1/2	3	
500	17	214	79	10					235	325	1 1/2	2 1/2	2 1/2	
400	17	206	71	10					200	300	1 1/2	2 1/2	2 1/2	
300	17	198	63	10					160	270	1 1/2	2 1/2	2 1/2	
200	17	190	55	10					120	200	1 1/2	2 1/2	2 1/2	
100	17	182	47	10					80	150	1 1/2	2 1/2	2 1/2	
90	17	174	39	10					40	120	1 1/2	2 1/2	2 1/2	
80	17	166	31	10					275	400	1 1/2	2 1/2	3	
70	17	158	23	10					235	325	1 1/2	2 1/2	2 1/2	
60	17	150	15	10					200	300	1 1/2	2 1/2	2 1/2	
50	17	142	7	10										

A WIRING TABLE THAT SAVES TIME FOR THE CONTRACTOR

Column No. 7 is "stranded." Column No. 8 is stranded to 4/0; 4/0 to 6 is solid; No. 8 and smaller is single-braid solid.
Ohms per 1000 ft. at 25 deg. C. = $10787 \div \text{c. m.}$
Pounds per 1000 ft. = $0.0030875 \times \text{c. m.}$

An "After Supper" Sale

In towns where the stores keep open evenings and business is sometimes a little dull at that time, and yet the lighting, heating and other expenses must be paid, an occasional "After Supper" sale may help. This is simply a special sale at prices good only after 6 p. m. This scheme has one advantage in that it gives working people a chance they do not all have of getting to other sales. In every town there are people so occupied that they cannot get out to forenoon sales. It may prove worth while to have one "After Supper" sale each month. In advertising such a sale, make it plain that none of the special prices will be in effect until the special sale begins. Emphasize the hour, so that no one will fail to understand that part of the proposition. Tell how late you will keep open. Make your store as bright as plenty of light will make it. If you must economize somewhere on the sale expense, don't begin on the lights.

Purchase Contract Has Good Moral Effect

Every person buying goods on credit from the Electric Construction Company of Little Rock, Ark., is asked to sign a purchase contract. On receiving the goods, he again verifies the original agreement.

The contract says in part: "If within two months the account is not paid in full, the company may enter



Installing Uniform Attachment Plugs

By M. L. EDWARDS

WHEN ANY OF OUR WIREMEN have residence jobs they look around for odd attachment plugs, and offer to equip all the appliances with uniform separable plugs. In some homes they find five or six dining table appliances with a different style of plug on each—which means that the toaster or percolator can only be connected up to one particular outlet. We offer to pay 10 cents each for the odd plugs and we make many friends through the increase of home convenience that this plan effects.

the premises where said property may be found, and take possession of, and carry away the same, without further notice or process of law." Although a like contract cannot be enforced in all states because of specific laws to the contrary, the contract has, it is believed, a good, moral effect and the Electric Construction Company has never been compelled to enforce the agreement.

Sometimes a customer balks at signing the contract, but the salesman will say, "That contract is not intended for you but only for those who do not intend to pay their bills. You will pay your bills within two months and the contract will automatically be void." This usually gets the signature.

ELECTRIC CONSTRUCTION CO.

Phone 401

215 LOUISIANA ST., LITTLE ROCK, ARK.

CONTRACT FOR PURCHASE

Name.....

Address.....

The following goods are to be delivered and installed at.....

The title to said property is and shall remain in Electric Construction Company until the whole of said account is paid. If within two months this account is not paid in full, the Company, its agents or factors of collection, may enter and take possession of and carry away the same, without notice or process of law. It is further agreed and understood that the electrical goods covered by this contract are not a permanent part of the premises to which they are attached to. If for any violation of the said conditions, the said Company shall elect to take possession of said property, then, in that event, I agree that all payments that may have been made on said property shall be kept and treated by the said Company as rent and liquidated damages for the use of same, and in no event shall the Company be held to refund any part of said payment.

Date.....	191.....	Signed.....
RECEIPT UPON DELIVERY		

I hereby acknowledge receipt of each and every item of the goods named in the above contract and I fully agree to its terms and conditions.

Date.....	191.....	Signed.....
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This contract for goods purchased on the installment plan, permits an Arkansas construction company to seize the goods without process of law if the payments are not promptly made, and as a result the company has had practically no need for taking such drastic action.

How the Electrical Dealer Can Use the "Movie" Theater Program

BY ERNEST A. DENCH

It will pay the electrical dealer or supply company to include the motion picture theater program in its list of advertising mediums.

The newspaper, as a rule, covers a town like a blanket, but the neighborhood photoplay theater, on the other hand, draws the majority of its patrons from the surrounding blocks. If, therefore, you are an electrical dealer located in a residential section and desire to obtain 100 per cent value from your publicity expenditure, it is up to you to employ the program gotten out by the neighborhood "movie" man. On the other hand, the electrical dealer or supply concern covering the town as a whole will find the downtown theater his best medium.

Besides having a liberal supply of programs available for patrons as they enter the theater, every exhibitor mails a certain number to a select mailing list. To be included on the latter, the patron has to make a personal request at the box office. The publication is generally mailed to reach patrons on Monday of every week and contains the program for the next seven days. The more discriminating patron studies it carefully in order to discover if there are any photoplays that appeal to him, and if the program is at all interesting it is carefully read from cover to cover, advertisements and all, and will then probably be passed on to other members of the family. Such program advertising space usually costs from \$1 to \$2 per inch.

One effective program advertisement I saw recently was worded:

The Gift Beautiful

What more beautiful or useful gift than one of the new model electric portable lamps now on exhibition and sale in our Electric Shop?

Such a gift brings to the home the soft, cheerful brilliance of a perfect illuminant, combined with the highest development of the artisan's handiwork.

The display at the shop includes library lamps, desk lamps, piano lamps, student lamps, boudoir lamps, table lamps. Prices, \$2 to \$100.

If the contractor-dealer has been intrusted with any part of the electrical equipment of a photoplay theater, he should not neglect to capitalize on that fact in his advertising.

THE JOBBER'S SALESMAN



*Ideas Other Men Have Used
to Help Them Sell*



"I Try to Be Known as the Man of Smiles"

"Practical ideas on salesmanship?" repeated the salesman for a Denver jobber, who, before he took to the road, was a practical retailer himself and thus knows the merchant's problems and where he can help most, both the retailer and himself.

"I have found that a smile, faith in your house, familiarity with your line, and a knowledge of men is about all that one needs.

"No one likes a grouch, so I try to be known as the man of smiles.

"Cheerfulness, enthusiasm, perseverance—being a philosopher, in other words—will win out.

"And whenever I see any good ideas in a store I try and pass the information along, for most merchants are interested in what others are doing. So wherever I go I keep my eyes open for the new ideas and the better ways of doing things, to pass on to the man I call on in the next town."

Pulling with the Catalog

Once in a while a traveling salesman feels that if his customers are encouraged in the use of the catalog, they will be ordering between his trips and he thinks this may affect his commissions or his prestige. That, however, is a short-sighted attitude. If the customer does not have your catalog for use in ordering when he is in need, he may have the catalog or even the salesman of some competitor and thus the other fellow may get a wedge started into your business.

The catalog supplements the salesman's work and should prove very valuable in helping to hold the customer's trade. No salesman can make his territory often enough so that his customers will never need goods between his calls. The most foresighted buyer—and they are the best—will now and then find himself in need of something the day after the salesman has called. There will be unexpected sales and demands and unforeseen situations, and

the house that is not represented by a catalog will often lose orders it otherwise would get. The best of our customers forget us much more easily than we like to think.

The salesman and the catalog are both trying to sell goods for the house. They are partners, not competitors. The salesman has no call to feel jealous of a handsome catalog. Rather, he ought to be proud of it, and the catalog ought not to be neglected as to quality and completeness just because the trade is called upon regularly by salesmen.

The Small Dealer

The small dealer may know he is small or he may have an exaggerated idea of the importance of his business. In neither case does he like to have his smallness rubbed in.

When a salesman shows by what he says or by the way he says it that he thinks he is condescending a little to put in his valuable time in selling goods to a small dealer, he is getting that dealer into a frame of mind in which he will be an easy customer for some fellow who comes along specializing on the small stores and showing

that he appreciates their business and that they are right in his class.

The small dealer does not get any satisfaction out of information about the large orders received from some other store and he feels like slapping the salesman's face when the order book is dragged out and the signatures of several big buyers shown to impress him. The purchases of the small dealer are just as important to the salesman, just as large in proportion to the size of his trade as are those of a dealer ten times his size.

Sometimes a Single Argument Works Best

There is a class of prejudiced buyers who have bought one line for so many years that they think nobody else makes anything they want.

It is a hard matter to break a dealer of the habits of a lifetime, but it can be done. Persistent dropping of water will wear away stone.

Of course, it looks a good deal simpler to smash the stone with one blow than to try to wear a hole through it with dropping water, but you don't want the stone smashed. You may be able to break down the customer's defense with one smashing blow, but if it ends your relations with that customer, what have you gained by proving to him that he was wrong?

If you are selling batteries and a certain buyer thinks some other fellow's battery is the only good one on the market, he can't be convinced in a minute that he is wrong. You have to get the desired result bit by bit. Never miss seeing that man on every trip and always have some concrete evidence to show him if you get only a minute of his time. If you can get just a minute, use that minute to call attention to some special feature about your battery that his battery does not have.

Keep a number of well-developed selling points in mind and drop these with that prospect as opportunity offers. No one of them may convince him, but the constant dropping of those suggestions into his ears cannot fail ultimately to have an effect, and some day he will loosen up and give you a chance to present all your arguments consecutively and consistently and you will win him over. Insisting upon smashing down his opposition all at once would have resulted only in losing him.



Help Your Customers to Use the Manufacturers' Dealer Helps

By F. S. ACKERSON

A JOBBER'S SALESMAN can be of decided service to his dealer customers if he will give his spare time to a consideration of the advertising being done by other dealers and by the manufacturer of the articles he is selling.

By studying publicity methods and posting himself on the advertising material available from the manufacturer and the best methods for using it, he can make valuable suggestions to the dealers to whom he sells orders of goods.

Detachable Advertising Sign for Salesman's Car

When the house supplies an automobile for its salesman to use in business the feeling usually is that the car should be worked to the limit in every direction. The house wants that car to pay, for which it is, of course, very unbecoming of the salesman to blame the house. But one of the ways of making the car pay, namely that of painting company advertising on the car, is sometimes objectionable to the salesman who drives the car on holidays as his family's pleasure conveyance. One firm has solved this difficulty by painting the sign on a Pantasote panel. This panel is attached to the side of the car by means of the ordinary type of automobile-curtain clips. At all times when the salesman is using the car for business the sign is displayed, but it can be readily removed when he drives the car for pleasure. The use of this simple stunt gets the house its advertising and keeps the salesman from objecting to placing the sign on his car.

Keeping a Record of the Customer's Requirements

By D. R. SHEARER

The writer has found that the average electrical supply house does not keep up with the requirements of its customers adequately. This is especially noticeable in the supply house doing business out of the home town, or the contractor selling supplies to those for whom he did not install the original equipment.

It is usually the purchasing agent who buys the electrical supplies, as well as the other operating requirements of his plant, and frequently sends to the electrical supply house orders which are loosely written and sometimes ambiguous. This kind of buying naturally leads to endless delays and the interchange of numerous letters before the material wanted is definitely specified and shipped.

As an instance, a regular customer orders a case of 250-cp. street lamps without specifying the ampere rating. The dealer does not know what kind of a system is used by the customer, and so necessarily holds up the shipment until he can write for information, or he may be able to search

through the records of his previous shipments and determine the kind of lamps shipped to that particular customer the last time, provided a previous shipment of lamps was made.

Perhaps another customer sends in an order for a dozen 60-amp. cartridge

curing mailing lists for special circulars and advertising matter. Besides these advantages, the file will give the dealer and his customer a feeling of closer relationship and add immensely to the spirit of co-operation, without which a business will surely die.

Record of Electrical Equipment Used by Jobber's Customer

Customer's name							
Business							
Address							
Principal product							
Power, central station.....	Name.....						Or own plant.....
Power, steam.....	Water.....						Electricity.....
Voltage of supply.....	System.....	A. C.....	D. C.....	Phase.....			Frequency.....
Generator, size.....	Type.....	Speed.....		Volts.....	Phase.....		Frequency.....
Exciter, size.....	Type.....			Volts.....			Amperes.....
Switchboard, size.....				Type.....			
Wiring system used in distribution.....							
Transformers, number.....		Sizes.....					Types.....
Wiring system used on motors.....		Lights.....					Other requirements.....
Are all motors same voltage?							Exceptions.....
Are all lights same voltage?							Exceptions.....
Are series lamps used?		Type regulator.....					Amperage.....
Total number of motors.....				List each size and type.....			Series.....
Total number of lamps.....				Multiple.....			
What other electrical equipment is operated?							What sizes?..... What machines?.....
Are carbon brushes required regularly?							
What kind of reflectors or shades are used?							
Remarks, give in detail any special features of the electrical installation.....							

fuses for a certain motor in his plant, and fails to specify the voltage. Here is another delay, mixed probably with considerable unpleasantness, simply because the dealer does not remember whether the plant operates motors on 220, 440, or 2200 volts.

A simple way to obviate difficulties of this kind, and at the same time be in a position to render real service to the customer on rush orders or emergencies, is to keep a suitable record of the equipment used by each buyer with whom the supply house does a regular business. This record should be kept in a file to itself, and a new sheet added as quickly as possible for each new customer secured. It is well, also, to note any changes made in the equipment or methods of those buyers already filed.

Blank sheets should be kept on hand and one mailed to each new customer, with a request for him to fill out and return immediately. If the blank is not returned properly filled in within a reasonable length of time it is wise to send a man out with another blank to secure the information and list it during a visit at the plant. A suitable form should be worked out to meet the dealers' particular requirements, but the accompanying blank will serve as an example.

The installation and use of an information file of this kind will well repay any dealer for the time and trouble necessary to build it up, and will serve as an excellent guide in se-

Writing to the Customer Between Times

A good many salesmen get to call on their trade only at long intervals. It might take a man a year or so to impress his personality upon a prospect in the natural course of such affairs. Why shouldn't a salesman make use of the mails to keep his customers thinking about him, to keep them from forgetting him between times?

There is nothing to be gained by writing merely for the sake of writing any more than in mere talk for talk's sake. You should have something of interest to say if you are going to take up a man's time with your letter.

Form letters sent out by the house with your name scribbled at the end of them will not accomplish the purpose of getting you and your prospects better acquainted with one another. They will not impress your personality upon anyone. You should yourself take time to sit down and write or dictate individual letters whenever you can do so. These should bring up special points you want to emphasize or indicate your appreciation of orders received. Make one real point in each letter. Push that one point home. All this is going to take time, and the more of it you do the more time it will take. But it is a fact that it is work that will count for success in the long run.

"Why We Sell Through Jobbers"

"We sell through jobbers because the profit the jobber makes is less than it would cost us to sell direct. You get the benefit!" explains the Rome (N. Y.) Wire Company, in setting forth its distribution policies to the trade.

"When you want a couple of hundred odd feet of wire," the Rome company continues, "you don't want to wait till somebody 400 or 500 miles away puts on his spectacles, passes on your credit, and sends the goods. You want the wire right away."

"You can get it right away from the jobber. It may be some trouble for him to break packages and see that goods are delivered promptly. But he does it. That's his business. He knows you and you know him. And he knows his success depends on gaining and keeping your good-will."

"That isn't all. Selling through jobbers is the most economical method for the manufacturer."

"We don't have to pay out big money for an expensive sales force, nor for elaborate credit, bookkeeping, shipping and collection departments."

Telling Customers Facts About the Jobbing Business

A Middle Western jobber who, through circular letters and through his salesmen, has been telling customers the cost of handling small orders, and the reason why he has placed a 10 per cent service charge on returned goods, recently stated that he had yet to find a single instance wherein a customer had taken offense or objected to the statements. Moreover, he expressed a high appreciation of the attitude taken by competitors, who, he said, evidently instructed their salesmen not to use this against his company. Evidently the competitors believed it to be constructive work, which would promote their best interests as well as his.

This jobber is of the opinion that if every distributor would analyze his accounts he could do much to overcome this fault by writing those customers who continue to send small orders repeatedly. He could ask for fewer orders, but larger amounts at a time. In some cases it would be money actually saved if these jobbers would request the customer to trade with

fewer houses. In this way some customers would cease trading; others would cease trading with competitive houses, and on the whole it is believed that everybody covering the territory would be benefited. There is only a given amount of merchandise to be sold; a man has only a certain volume to place, and if he places it with fewer houses, each house would profit because it will eliminate so many small orders. Most distributors and salesmen, this jobber believes, get too anxious to sell merchandise, and overlook the necessity of discontinuing unprofitable business.

How Convenient Switches Restored Appliances

An electrical jobber's salesman explained to an apartment-house janitor how to put a new type of "feed-through" switch on the cords of electric appliances, and how the wear and breakdown of sockets could thus be decreased in his building. The result was that the janitor sold and installed forty of these switches to his tenants.

In two cases maids were afraid of electric irons because of flashes when the connectors were pulled from the irons, but the new switch by eliminating the need for disconnecting the irons this way, brought both irons back into service.

"Topic Cards" Help Speakers Before Trade Associations

One of the results of the Pacific Coast Merchandising Movement has been the encouragement of contractors, dealers, jobbers and jobbers' salesmen to address public meetings of trade associations more frequently than in the past. This kind of public speaking is new to many men, and without experience they fear to find themselves "lost" for something to say when they get onto their feet.

A contractor who was without experience in speaking in public has found that a few cards bearing the principal topics on which he wants to talk are of the greatest help. He first lines up the subjects he wants to include, and then has these subjects written across the tops of the cards. Standard filing cards, or the backs of old business cards will serve the purpose. With these cards to help him he has quickly become an easy and effective speaker in public.

Another man, a jobber's salesman, finds the topics in ELECTRICAL MERCHANTISING of service in mapping out a talk before a trade association. The headlines often suggest important topics for trade-association discussion, and the "subheads" or division headlines in the articles give him further "topic sentences" for his card system of subjects.

An Idea in Store Display to Pass Along to Your Trade



Twenty-seven different electric appliances are displayed in this arrangement. Note how every one stands out. Twenty-seven black-painted, separately-lighted booths make this multiple-unit group exhibit possible. A striking comparison, with the mass arrangement is afforded by the table of articles shown in front of the rows of niches. The booth was installed by the Brooklyn (N. Y.) Edison Company at the Electrical Exposition held in New York City last fall.

STORE EQUIPMENT AND METHODS



How to Plan and Equip Your Store —Systems Used in Successful Merchandising



Timely Show-Window Subjects

Always Attract Attention

"The first aim of the display window is to attract people who would otherwise pass by, intent on other things," points out S. H. Alexander, display manager, Public Service Corporation of New Jersey.

"A good display window need not necessarily produce immediate results, but it should produce a desire for possession that eventually cannot be resisted.

"It is important, therefore, to keep the window fresh and attractive at all times, and to show the most seasonable goods. The use of proper color will emphasize the season to a great extent, as there are colors that create a warm impression while others have the opposite effect.

"Wherever possible, the display should be arranged to show the construction or application of the article on exhibition, and if the price is to be an inducement it should be brought to the public attention in a strong way.

"It is of primary importance not to overcrowd a window with merchandise. One piece well shown will pro-

duce better results than a number shown poorly.

"A successful display man must have the three principal requirements of salesmanship: (1) He must believe in the article he is selling. (2) He must know that article thoroughly. (3) He must be able to make some one else believe in that article.

"There is no mystery connected with making displays that attract," concludes Mr. Alexander. "The main requisites are good taste and the ability to show merchandise at seasonable times, with the essentials prominently featured."

"We Sell It!"

If you are to profit by the advertising done by the manufacturers of the lines you carry, you must do all you can to connect up your store with the manufacturer's advertising and with his line of goods. Have a large sign made at the top of a big sheet of wall board. This should read, "We Sell It." Below this paste copies of newspapers and magazine advertisements of all the advertised lines in your stock. Working on this plan will be beneficial to you as well as infor-

tive to the public, because it will keep you informed on what the manufacturers are doing in the way of publicity and it will help to keep you up to date in the eyes of your customers.

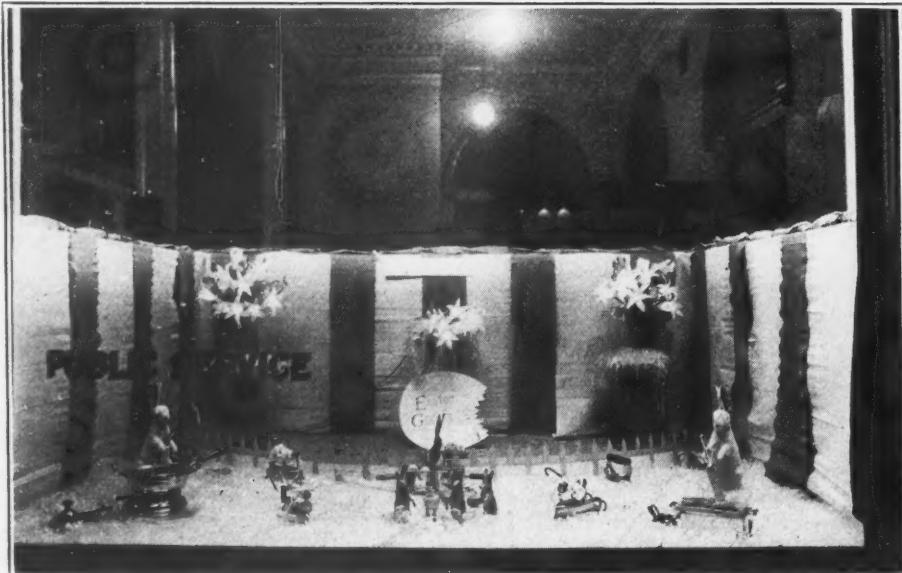
Let the Church Women Trim Your Windows

In order to interest the women of the community in the store, a good plan is to allow each one of the church organizations of the town to trim up a window in the store, awarding a prize in the end to that organization which, in the estimation of a competent judge, provides the most attractive display. The prizes, and there may well be more than one, should be cash prizes and the ladies will undertake the work to get the money for their church. Each display should be marked with a card to indicate who made it and the card should tell what other churches are to provide displays the coming weeks. Everyone interested in the work of any of the organizations will be sure to make it a point to see the display. The various organizations should be allowed to choose their own line of goods for display, or given a line by lot, and the order in which they work should be determined in the same way.

A Mystery Window that "Served Up" Light, Heat and Power

An up-State New York electric company attracted a crowd around its window by advertising "Light, Heat and Power Service" by means of three dinner plates on which were laid respectively a lighted Mazda lamp, a toaster and a small motor in operation. There was nothing else in the window and no visible wires to supply current to the devices. The whole town was soon speculating as to how the lamp, toaster and motor could possibly operate under such conditions.

The explanation was simple. Tiny holes were drilled in the bottom of the plates in such a way as to be concealed by the articles themselves. Through these holes fine wires were run to the proper terminals and secured by a drop of solder. The display was used for several weeks, and even "the electricity wise" did not "catch on."



Timely display subjects lend interest to every show window, declares S. H. Alexander, display manager for the Public Service Electric Company of New Jersey. Here is an up-to-the-minute "Easter window" which Mr. Alexander recently used with success. Two live rabbits were behind the fence. The eyes in the large rabbits in the foreground winked and the lilies in the background were lighted with small electric bulbs.

Make Your Show Window Different

By O. C. KNIGHT

The most important feature of any window display is originality. The nicely trimmed window in which a large number of goods are shown so arranged as to resemble an exercise in symmetrical geometry usually interests no one but its designer. Something startling is what catches the eye of the passing pedestrian.

Not long ago we built a pedestal in the center of our window. On the top of this we mounted a coffee percolator



A $\frac{1}{8}$ -in. pipe connected with a near-by steam radiator was run through the side of the percolator, so that it appeared to be steaming vigorously while the water inside bubbled merrily

from which the heating element had been removed. A $\frac{1}{8}$ -in. pipe which we ran down through the inside of the pedestal was connected with the steam radiator below. We put water in the percolator and turned on the steam. We attracted a lot of interesting comment and succeeded in securing some interested inquiries and potential sales.

A scheme to boost the sale of electric irons which we know from actual experience to be successful also uses steam. On top of an ironing board we mounted a new piece of cloth in which a hole had been burned. After dipping one of the old-style flatirons in kerosene to prevent rust, we suspended it above the hole. We then ran a steam pipe up through the board to the center of the burned spot and turned on the steam. Near-by a new electric iron was shown and a card explained that the old style iron was too hot to begin with and too cold to finish with. The electric iron is equipped with a thermostat which prevents overheating and consequent burning.

The ordinary display of goods may be livened up by the addition of some

unusual feature. Such an eye-catcher is a home-made trench bomb. Short pieces of conduit operated at one end with regular pipe caps to the other end are fitted pieces of white cord which look like fuse. Iron cords from which the black cover has been stripped leaving the asbestos covering makes excellent stage fuse.

The "Stop and Look" Signal

The value of window displays is reckoned by the number of people who stop to examine them. Artistic arrangement of goods is not always sufficient to hold the passers-by along the street, though it is useful when their attention is once secured. Here is a device that has proved effective in halting possible purchasers before a window in Los Angeles—a simple mechanism developed by a clerk in the store who was quick with ideas and handy with tools. It was designed on the plan of a semaphore, with a "Stop" sign on the arm. This arm was moved up and down at intervals by means of a small electric motor. The upright post of the semaphore concluded the sentence, which was changed to suit the selling purpose of the merchant. The motion of the arm, the red and green lights that were alternately turned on and the novelty of the device, attracted much attention to the window display.



This novel stop signal simulating a railroad crossing danger sign, was effective in drawing the attention of passers-by to the display window of a Western electrical store

Inexpensive Window Display Gives "Wireless" Effect

By getting on good terms with his grocer, a man who runs an electric shop in the Middle West was able to secure an excellent lithograph of a battleship on heavy cardboard. The miniature war vessel was sent to the grocer by a coffee merchant, and the grocer had no room for the display. The electric shop owner rigged a wireless between the basket masts and setting the battleship in a darkened window got an excellent wireless effect from an antenna on the ship.

The drawing herewith shows how he did it. The antenna was strung between the masts on two supporting matches. One leg of the antenna was



A lithograph of a battleship, a superimposed miniature wireless antenna, and a spark-coil attracted attention to this window display

insulated from the other, and each antenna was connected to the opposite side of an induction coil. At the center of the antenna the wires were bent toward each other slightly so that the sparks would be sure to jump at the center. With this coil hooked up with a home-made flasher, the sparks would jump across the antenna each time the contact was made. This display arranged in the center of a group of appliances attracted much attention.

Cretonne Covers Make Old Things Look Like New

By STUART ROGERS

I had been thinking what would be the best and the cheapest way to change the top of our tables where we display electric stand lamps when the idea came to me to go down to the department store and buy same cretonne and cover the tops. It impressed me as being very good, so I tried it.

The cretonne has proved itself a big success, and we now change the coverings four times a year.

**National Executive Committee
to Meet at Detroit,
April 1 to 3**

The next meeting of the national executive committee of the National Association of Electrical Contractors and Dealers will be held at the Hotel Statler, Detroit, on April 1, 2 and 3.

The Electrical Club of Detroit will give a luncheon in honor of the national executive committee members on Monday, April 1.

Arrangements for the Detroit meeting are in charge of Ernest McCleary, treasurer of the national association, and Thomas Templeton, chairman of the local electrical contractors' association.

J. J. O'Leary, president of the Buffalo (N. Y.) Electric Contracting Company, has been elected a trustee in the Builders' Association, Buffalo.

Record of Lighting Fixture Patents

Issued from Jan. 15 to Feb. 27, Inclusive

Compiled by
NORMAN MACBETH, Consulting Illuminating Engineer,
New York City

Mechanical Patents

Henry E. Procunier, Chicago, Ill. Filed Jan. 25, 1917. Issued Jan. 22, 1918.

1,253,296. Pull Socket for Electric Lamps. Samuel Straus, New York, N. Y. Filed June 3, 1916. Issued Jan. 15, 1918.

1,253,415. Automatic Reel and Let-Off for Electric Lighting Devices.
Alexander Nesbitt, Paterson, N. J. Filed Nov. 9, 1916. Issued Jan. 15, 1918.

1,253,458. Lighting Fixture. Arthur A. Austin, Pittsburgh, Pa. Filed May 11, 1917. Issued Jan. 15, 1918.

1,253,765. **Lamp.** Alfred C. Abramson,
Rockford, Ill. Filed March 6, 1917. Issued Jan.

1,253,813. Reflector Condenser for Enlarging Photographs. Robert D. Gray, Ridgewood, N. J. Filed May 29, 1917. Issued Jan. 15, 1918.

1,253,881. Lighting Fixture. Harry Pickhardt, New York, N. Y., assignor to the Phoenix Glass Company, Pittsburgh, Pa. Filed Feb. 13, 1915. Issued Jan. 15, 1918.

1,254,068. Lamp Holder and Adjuster.

Henry E. Procunier, Chicago, Ill. Filed
1917. Issued Jan. 22, 1918.

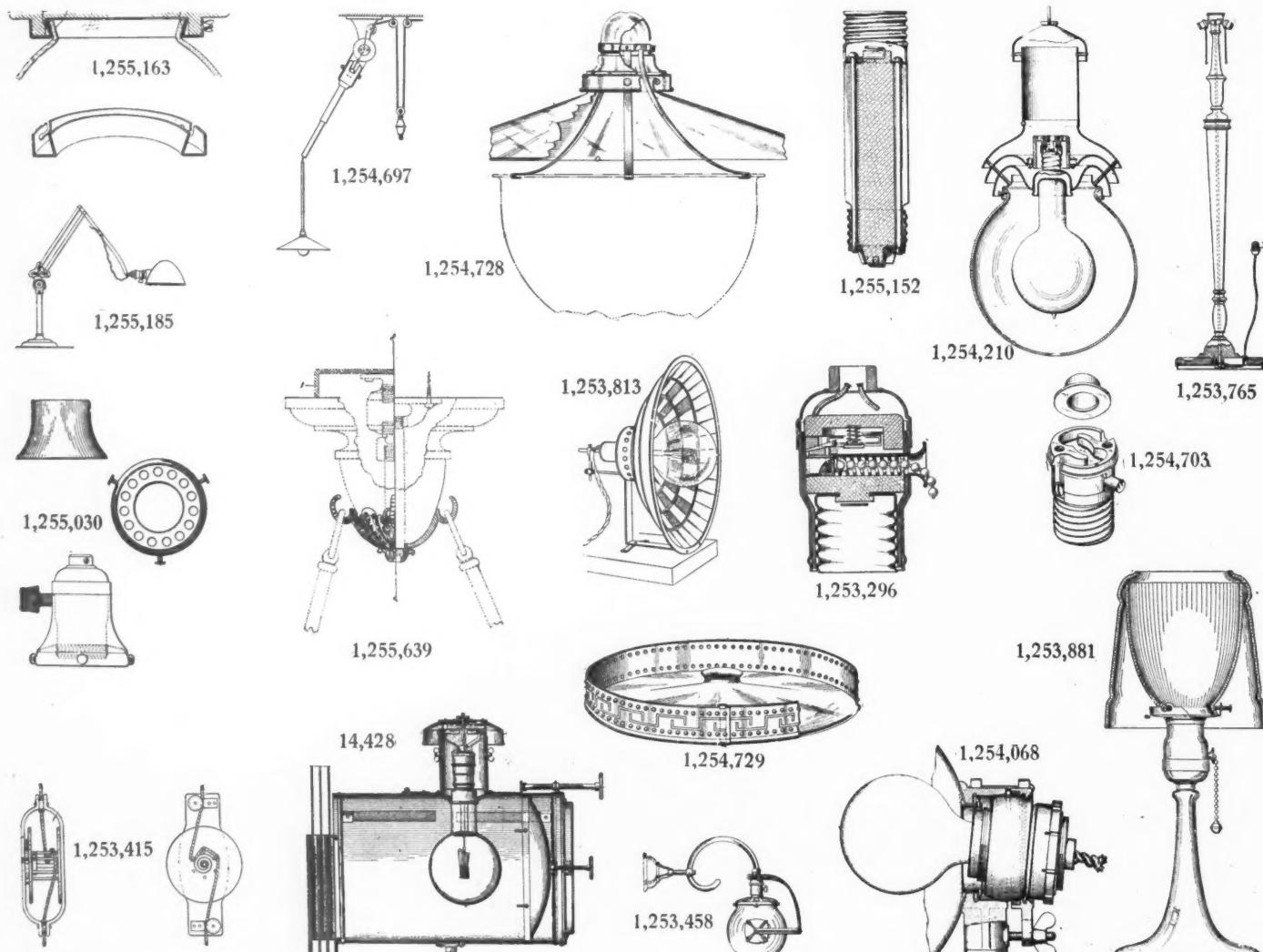
1,254,210. Electric Light Fixture.
John B. Dale, New York, N. Y., assignor to Dale
Lighting Fixture Company. Filed April 3, 1915.
Issued Jan. 22, 1918.

1,254,697. Adjustable Support for Electric Lamps. Johan Petter Johansson, Fauna, Enkoping, Sweden. Filed Jan. 2, 1917. Issued Jan. 29, 1918.

1,254,703. Strain Relief for Pendent Electrical Devices. Charles J. Klein, Milwaukee, Wis., assignor to the Cutler-Hammer Manufacturing Company, Milwaukee, Wis. Filed June 6, 1914. Issued Jan. 29, 1918.

1,254,728. Semi-Indirect Lighting Device. Alfred S. Powell, New York, N. Y. Filed Nov. 3, 1917. Issued Jan. 29, 1918.

1,209,723. Device for Ornamenting Shades or Reflectors. Alfred S. Powell, New York, N. Y. Filed Nov. 3, 1917. Issued Jan. 29, 1918.



Copies of illustrations and specifications of any of these patents may be obtained from the Commissioner of Patents, Washington, D. C., for 5 cents each

1,255,152. Electric Socket. Frederic P. Gates, Hartford, Conn., assignor to the Arrow Electric Company, Hartford, Conn. Filed April 7, 1917. Issued Feb. 5, 1918.

1,255,163. Globe Holder. Richard C. Haiger, Philadelphia, Pa. Filed May 17, 1916. Issued Feb. 5, 1918.

1,255,185. Adjustable Supporting Apparatus. William B. Lehmkuhl, Cambridge, Mass. Filed July 13, 1916. Issued Feb. 5, 1918.

1,255,639. Chandelier Cluster Hook. Alfred W. Reiser, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed July 27, 1917. Issued Feb. 5, 1918.

14,428 (Reissue). Adjustable Flood and Spotlight. William J. Davis, Jr., and Albert P. Nirdlinger, Chicago, Ill. Filed Nov. 29, 1915. Issued Jan. 29, 1918.

Design Patents

The following are ALL the design patents pertaining to lighting materials, issued by the U. S. Patent Office between January 27, 1918, and February 27, 1918, inclusive:

51,690. Single Unit Reflector. Richard S. Giese, Pittsburgh, Pa. Filed Oct. 9, 1917. Issued Jan. 15, 1918. Term, seven years.

51,701. Lighting Fixture. Harry C. Adam, St. Louis, Mo. Filed Oct. 5, 1917. Issued Jan. 22, 1918. Term, three and one-half years.

51,731, 51,732. Arm for Lighting Fixtures. Arthur Meng, Cleveland, Ohio, assignor to Cleveland (Ohio) Chandelier Company. Filed Oct. 24, 1917. Issued Feb. 5, 1918. Term, three and one-half years.

51,741. Bowl for Lighting Fixtures. Frank Yorkel, Pittsburgh, Pa., assignor to Pittsburgh (Pa.) Lamp, Brass & Glass Company. Filed Nov. 26, 1917. Issued Feb. 5, 1918. Term, three and one-half years.

51,742. Shade or Reflector for Lighting Fixtures. Frank Yorkel, Pittsburgh, Pa., assignor to Pittsburgh (Pa.) Lamp, Brass & Glass Company. Filed Nov. 26, 1917. Issued Feb. 5, 1918. Term, three and one-half years.

Society for Electrical Development Votes to Promote Merchandising Movement

At a special meeting of the board of directors of the Society for Electrical Development at New York, March 5, the committee appointed to consider the plan to promote proper electrical merchandising, with James R. Strong as chairman, reported the following resolution:

Whereas, The electrical business is capable of great expansion; and *Whereas* this can be partly accomplished by improving the merchandising abilities and facilities of those engaged in it; and *Whereas* such expansion will be aided by collecting information on the best ways of merchandising and distributing this to members and others engaged in the industry, and *Whereas* in such expansion a full knowledge of the best methods of proper cost accounting and their application and their broad dissemination is of the utmost importance, it is hereby

Resolved, That the committee recommend to the board of directors of the Society for Electrical Development that they take steps to extend the work of the society along these lines.

President Doherty spoke of the possibilities of improving electrical merchandising conditions and expressed his sympathy with the idea that such

merchandising should be done on a profit bearing basis.

The report of the committee was accepted and approved.

After considerable discussion, Mr. Fred Bissell, of Toledo, offered the following resolution, which was unanimously carried:

The general manager to collect information on the best methods of accounting on costs, expenses and earnings in the retail electrical merchandising field, and to arrange this information in a form suited to the needs of the merchants and report to the committee to be appointed by the chair with power to act, and when approved to print and distribute the report to our members.

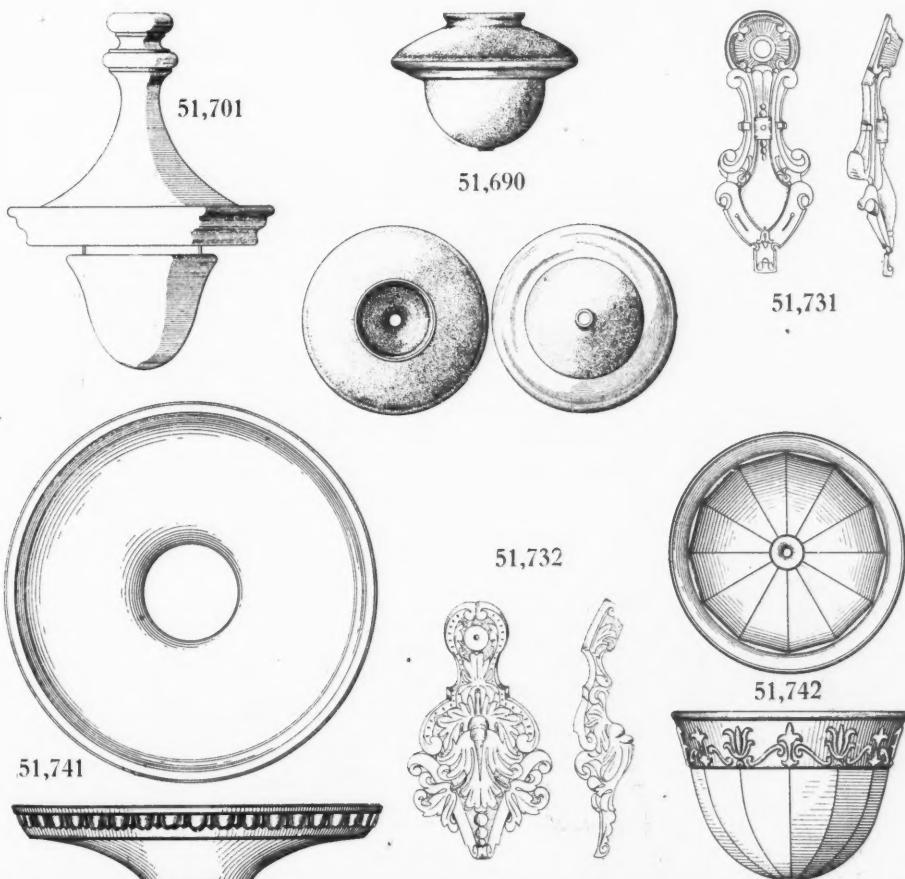
The following committee was appointed to receive the report of the general manager as soon as the necessary material has been got together and a tentative plan outlined: Chairman, Gerard Swope; H. B. Crouse, J. R. Strong, J. E. Montague, and F. M. Feiker, ELECTRICAL MERCHANDISING.

Zenker & Siems, the co-partnership heretofore existing between Frederick B. Zenker and August W. Siems at 617 Sixth Avenue, New York City, has been dissolved by mutual consent. All co-partnership matters will be liquidated by Mr. Zenker, who will hereafter conduct the business of the late firm at the old address, under the name of Fred B. Zenker.

The Triangle Conduit Company announces the appointment of Alva D. Stein, 156 Purchase Street, Boston, Mass., as its New England selling agent.

J. J. Fagan, formerly of the new-business department of the Montgomery Light & Water Power Company, has been transferred to a similar position with the Salina Light, Power & Gas Company. The employees' association of the Montgomery company passed resolutions of commendation at the time of Mr. Fagan's departure.

H. H. Miller, formerly of the Doubleday-Hill Company, Pittsburgh, has joined the forces of the Square D Company, manufacturers of Square D steel-inclosed switches. Mr. Miller will cover the Pittsburgh territory of the Square D Company, working in conjunction with D. M. Stone, the company's manager for that district.



Copies of illustrations and specifications of any of these patents may be obtained from the Commissioner of Patents, Washington, D. C., for 5 cents each.

NEW MERCHANDISE TO SELL AND WHERE TO BUY IT

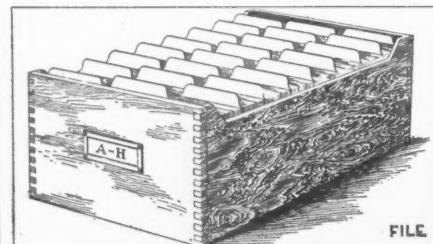
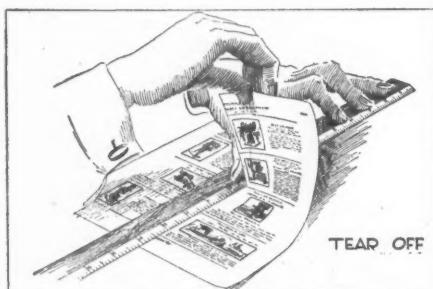
Appliances, Socket Devices and Wiring Supplies Which Manufacturers and Jobbers Are Putting on the Market

Including Many New Appliances to LIGHTEN THE LABOR OF THE HOME

How to Use These Pages to Make Your Own Buying Index

Do you want an up-to-date buying index of "New Merchandise to Sell"—an index that you can make up as you go, to fit your own needs and those of your customers? Then file these items in a "Buying Index" of your own, in your own way—either on filing cards, on loose-leaf sheets, or in a scrap book—just as you prefer.

Beginning with the September, 1917, number ELECTRICAL MERCHANDISING has been furnishing its readers with the selective new-merchandise catalog service continued on these pages. By tearing out those items which affect your business and pasting them on filing cards, you can make a buying index that will put information on *what is made and who makes it*, right under your finger's end.



Every item, with its illustration, will fit a standard 3-in. by 5-in. filing card. Or, if preferred, these items can be pasted on sheets of paper for binding in a loose-leaf catalog or folder.

That there may be no interference between any two clipped items, these "New Merchandise to Sell" articles are printed on one side of the page only. Many of our readers have been in the habit of clipping from this section since it was first established. With the new standardized arrangement ELECTRICAL MERCHANDISING hopes to broaden its service in this department materially, and hopes that each of its readers may make the fullest possible use of the service.

Short-Backed Receptacle

From ELECTRICAL MERCHANDISING, March, 1918

A receptacle of the well-known screw ring type which fits the common 1 1/2-in. hole is about to be placed on the market by Pass & Seymour, Inc., Solvay, N. Y. The principal advantage of this device lies in the fact that the body of the receptacle proper is but 13/16 in. in depth. This allows the wires to be carried the proper distance from the surface wired over and effects a material economy of space because it does not extend back far from the face of the sign or, when used in outlet boxes, it does not extend from the outlet box cover as far in the box as the common receptacle. The trade would classify this



receptacle as a "short-backed receptacle." A ball-tipped spring center contact of phosphor bronze should guarantee continuous contact with the base of the lamp.



Twin Outlet Attaching Plug

From ELECTRICAL MERCHANDISING, March, 1918

A recent addition to the line of the General Electric Company's separable devices is a porcelain twin outlet, separable attaching plug. By the use of this device two devices, equipped with "Standard" caps, can be fed from the same outlet. A feature of this improved plug is the length of the stem, which is sufficient to enable the device to be screwed into a socket or receptacle having a shade attached.



Portable Electric Grinder

From ELECTRICAL MERCHANDISING, March, 1918

Gilfillan Brothers Smelting & Refining Company, Los Angeles, Cal., manufacture a tool post grinder adapted for use on lathes. An angle plate can be clamped around the tool post. A vertical adjustment of the grinder is provided. This grinder is equipped with a Westinghouse 1/4-hp. motor running at 3400 r.p.m. It is provided with a 6-in. x 5/8-in. grinding wheel, an extension mandrel for internal grinding fitted with a 1 1/2-in. x 5/8-in. wheel, tooth rest for cutter grinding and an electric attachment plug with 7 1/2 ft. of cord.



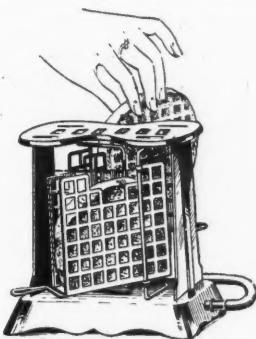
"Daylight" Glass

From ELECTRICAL MERCHANDISING, March, 1918

The Laco-Philips Company, New York, is putting on the market a glass product under the trade name of "Lacodalite" to give correct color values. "Lacodalite" is simply glass chemically treated and made to fit standard sizes and shapes of all reflectors on the market. It is equipped with holders permitting it to be easily attached to such reflectors.

The manufacturers believe the glass will be largely used for display purposes in department stores and for industrial lighting where color values or accurate measurements are required.

It will be marketed through electrical jobbers.



Electric Toaster

From ELECTRICAL MERCHANDISING, March, 1918

The Electro-Weld Company of Marlboro, Mass., is manufacturing the Reverso electric toaster. This toaster, the manufacturer claims, will toast bread evenly and it is unnecessary to touch the bread from the time it is put in till it is thoroughly done. The danger of burning the fingers is eliminated, as is the danger of burning the toast. There is room on the top for a small coffee pot.

Two-Piece Porcelain Sockets for Reflectors

From ELECTRICAL MERCHANDISING, March, 1918

A two-piece porcelain socket without shadeholder groove, and a companion piece with shadeholder groove, to meet the requirements for heavy-duty sockets for medium or normal-base type "C" lamp fixtures, have been announced by Pass & Seymour of Solvay, N. Y.

These receptacles have wiring room or clearance for a single or double pair of wires in the terminal hood which may be supported by substantial machine screws, spaced 1 3/16 in. on centers.

These receptacles are front-connected and the socket-body is positioned by the aid of heavy porcelain tenons.

All live parts, where necessary, are sealed in with a special compound which will successfully resist the extreme temperature to which the devices may be subjected in use.



Luminous Indicator for Pull-Chain Sockets

From ELECTRICAL MERCHANDISING, March, 1918

A small luminous bulb which contains radium and glows in the dark is now being made by the Eastern Luminous Indicator Company, Inc., Waltham, Mass., for attachment to pull-chain sockets. This company is using the same radium compound in these small bulbs as has heretofore been used on dials and hands of watches, gages, clocks, compasses, etc., which it manufactures.



Street Lighting Unit

From ELECTRICAL MERCHANDISING, March, 1918

A novel General Electric lighting unit diffuses the light and is of great value where low candle-power lamps can be used. The stippled globe is in three sections, making renewal costs much lower than where a complete globe is used. This fixture can be furnished with or without dome refractor. When the refractor is used the lamps are of exceptionally high value for residential street lighting because it collects all of the upward light and redirects it to the street surface away from the trees.

Outlet Box Receptacle

From ELECTRICAL MERCHANDISING, March, 1918

An outlet box receptacle with a removable porcelain ring grooved for a shade holder has been placed on the market by the Arrow Electric Company, of Hartford, Conn.

This shade-holder groove is the new feature of the device, as the receptacle base is nothing more than the standard short



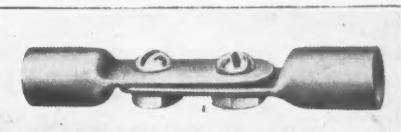
type of sign and outlet box receptacle, which has been on the market for a number of years.

The ring is threaded sufficiently to support a considerable weight, and it can be fitted to bases for ordinary cleat wiring, for weather-proof work, and for concealed terminals.

Drawn Copper Connector

From ELECTRICAL MERCHANDISING, March, 1918

The Sherman Manufacturing Company, of Battle Creek, Mich., is putting on the market a drawn copper connector which consists of two seamless copper terminals, so constructed that when bolted together both



halves are in alignment and no part projects beyond the circumference of the tubular portion. A piece of flexible conduit or fiber sleeve may be slipped over the entire connection for insulation. These connectors are said to be made of pure copper with five times the conductivity of brass.

Rubber-Insulated Pliers

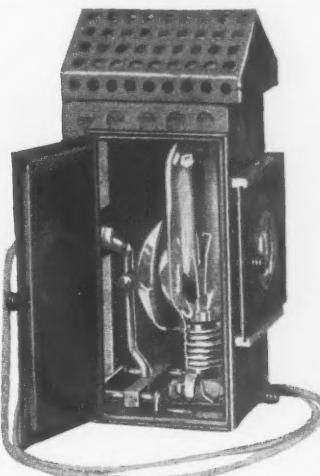
From ELECTRICAL MERCHANDISING, March, 1918

The Rubber Insulated Metals Corporation of Plainfield, N. J., is manufacturing rubber-insulated pliers. These pliers are designed to stand up under hard service, but the insulating compound is semi-soft. This feature is said to prevent cracking or breaking when dropped on a hard surface. The uniting of the rubber compound to the metal is done by the Elchemco process. This makes a permanent attachment of the rubber to the metal. Every pair of pliers is said to undergo a rigid factory test and then tested for 10,000 volts at the Electrical Testing Laboratories, Inc., New York City.

Direct-Connected Ice Cream Freezer

From ELECTRICAL MERCHANDISING, March, 1918

A direct-connected ice-cream freezer is being offered the trade by the F. E. Whitney Company, 65 Sudbury Street, Boston, Mass. The freezer is self-contained and may be located wherever desirable. To operate merely requires securing it in place and connecting the wires. When not actually freezing all power is shut off, economies in power being thus effected. When in operation the power is applied direct. This is said to secure greater efficiency. General Electric motors are standard equipment. The freezers are made for both direct and alternating currents.



Adapter for Projector Lamps

From ELECTRICAL MERCHANDISING, March, 1918

The Argus Lamp & Appliance Company of 322 Euclid Avenue, Cleveland, Ohio, has recently put on the market a Sheek universal adapter for operation of the 20 amp., 28-30 volt, 600-watt Mazda projector; also a Sheek universal adapter for the 30 amp., 25-volt, 750-watt projector lamp. The exterior appearance of both models and the price is the same.

This adapter is designed to obtain the best operation of Mazda projection lamps. It is claimed to give excellent screen results at minimum operating cost and allow the operator to devote more time to the care of the apparatus and the picture on the screen. It is quickly installed and is designed to adapt any make of carbon arc housing to the use of Mazda projector lamps.

Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under proper heading for ready reference when you want to buy. Continued on third and fourth pages following.

GOSSIP OF THE TRADE



Glimpses of Electrical Men as Caught by Lens and Pencil



National Contractors' Association Headquarters Now at New York

The general offices of the National Association of Electrical Contractors and Dealers have been moved from Utica, N. Y., to New York City, where after March 18 they will be situated on the seventeenth floor of the World's Tower Building, 110 West Fortieth Street, continuing as before in charge of H. C. Brown, general secretary.

Hudson Contractors Join Jersey State Association

At a meeting of the Hudson Electric Club of electrical contractors at Union Hill, N. J., on March 5, it was decided that the club's membership of twenty-seven join the State electrical association. Officers of the new local district organization were also elected as follows: President, Henry J.



"Stone walls do not a prison make"—on the contrary, the granite background for this picture is a millionaire's mansion on Sunset Mountain, Asheville, N. C., and the pleasing foreground is furnished by J. Nelson Shreve, New York, who is president of the Habirshaw Electric Cable Company. Mr. Shreve is also the man behind the plan to put into the hands of every architect and electrical contractor in the U. S. A. plans and specifications for "The Complete Home Electrical." And now Mr. Shreve is getting ready to have such an all-electric house built for himself—which explains the smile.

Reitz; secretary, William Doellner; treasurer, Frank B. DeWitt, all of Jersey City.

Following the election, Benjamin F. Sprague, the secretary of the New Jersey Association of Electrical Contractors and Dealers, presented two papers, one on merchandising methods, and the other on the scope and plan of the new contractor-dealer organization, in its relation to the Goodwin movement. A dinner followed.

Connecticut Contractors at New Haven, March 27

The Connecticut Association of Electrical Contractors and Dealers will hold a meeting on March 27 at Hotel Taft, New Haven, Conn. Addresses will be delivered by Messrs. W. L. Goodwin and J. R. Strong.

The officers of the Connecticut association are: President, E. S. Francis, Hartford, Conn.; vice-presidents, E. M. Baldwin, Hartford; N. B. Fitch, New Haven; C. F. Shepard, New Haven; John Hotz, Bridgeport; J. H. McCleary, Bridgeport. George M. Chapman, Waterbury, is the secretary and Huntington Lee, New Haven, is the treasurer.

Weekly Programs of Special Interest to Each Branch of Industry

The Electrical Contractors' Association of Rochester, N. Y., which meets at the Richford Hotel, Rochester, every Thursday evening at 6.30 o'clock, for the general discussion of electrical business problems, varies its weekly program with subjects of particular interest to some branch of the electrical industry each week.

For example, on the first Thursday of the month subjects of special interest to architects and engineers are discussed; on the second Thursday subjects of special interest to jobbers and dealers; on the third Thursday, subjects of special interest to con-

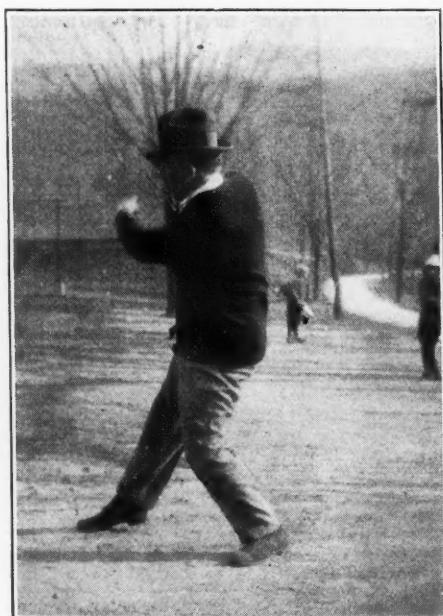
tractors, and on the fourth Thursday, subjects of special interest to labor.

Fred Fish of Fish & Horton, 123 Mill Street, Rochester, N. Y., is secretary of the Rochester association.

All Branches of Industry at Evansville, Ind., Meeting

At an all-day session held at the McCurdy Hotel, Evansville, Ind., on Feb. 11, representatives of electrical manufacturers, jobbers, central stations, dealers, contractors and the electrical workers' union, all met on common ground and discussed frankly and freely the mutual problems experienced by each in his branch of the industry. A. L. Swanson, president of the Indiana Association of Electrical Contractors and Dealers, presided, and W. J. Schlaterer, sales manager of the Varney Electric Company, acted as secretary. President Swanson outlined the Goodwin Plan in a practical way, and urged that the Indiana Association "back up Big Bill to a finish."

Following an address by City Attorney Paul H. Schmitt, J. D. Meek, vice-president of the Indianapolis Electric Supply Company, read a paper on trade acceptances. F. J. Haas, manager of the Evansville Public Utilities Company, spoke on "The Development of the Electrical Industry in the Future as I See It." H. A. Robertson, manager



Three silver trophy cups went back to San Francisco from the last Del Monte meeting of the Pacific Coast jobbers. This picture of "Colonel" Taylor—in full professional swing—explains it all. "Uncle Samuel" H. Taylor, as everybody west of the Rockies knows, is president of the Electric Railway & Manufacturers Supply Company, Frisco.



Frank Vanderlip, Josephus Daniels and George Ade are three notables who started up the ladder of fame by being newspaper reporters. A fourth is William Hodge. Reared in the queen city of the upper Missouri River, he entered local newspaper work in Omaha, remaining on the staff of the justly famous *Omaha Bee* long enough to make it all the more famous. For the last ten years this gifted young publicity writer has handled advertising and public relations matters for the Bylesby group of utility companies.

of the Varney Electric Company, spoke on "Getting In Under the Skin of Our Business." L. E. Owen, president of the electrical workers' union, said that his organization would willingly co-operate with any legitimate contractor-dealers, and would assist in any way possible for the common good of the trade.

F. A. Bauman & Company, Portland, Ore., have completed fitting up their new store and display rooms at 250 Stark Street, near Third Avenue.

Boston Contractors Organize and Elect

The organization meeting of the Boston district of the Massachusetts State Association of Electrical Contractors and Dealers was held at the City Club, Boston, on Feb. 14.

The meeting was called to order by Mr. Holder, acting chairman. A nominating committee was appointed who retired and elected the following members to serve one year on the executive committee:

C. G. M. Miller, H. M. Lobdell, Guy C. Willis, H. S. Potter, F. L. Barnes, H. A. Holder, William St. George, all of Boston.

This committee then retired and brought in the names of H. A. Holder, chairman; A. F. Kennedy, secretary, and H. M. Lobdell, treasurer, who were unanimously elected.

James R. Strong and W. L. Goodwin of New York also spoke on the subject of national organization.

A letter to State Secretary J. E. Wilson from A. B. Lisle, president of the New England Section of the National Electric Light Association, was read, in which was shown a desire on his part in representing the New England Division of the N. E. L. A., to co-operate in any and all ways for the betterment of the electrical industry.

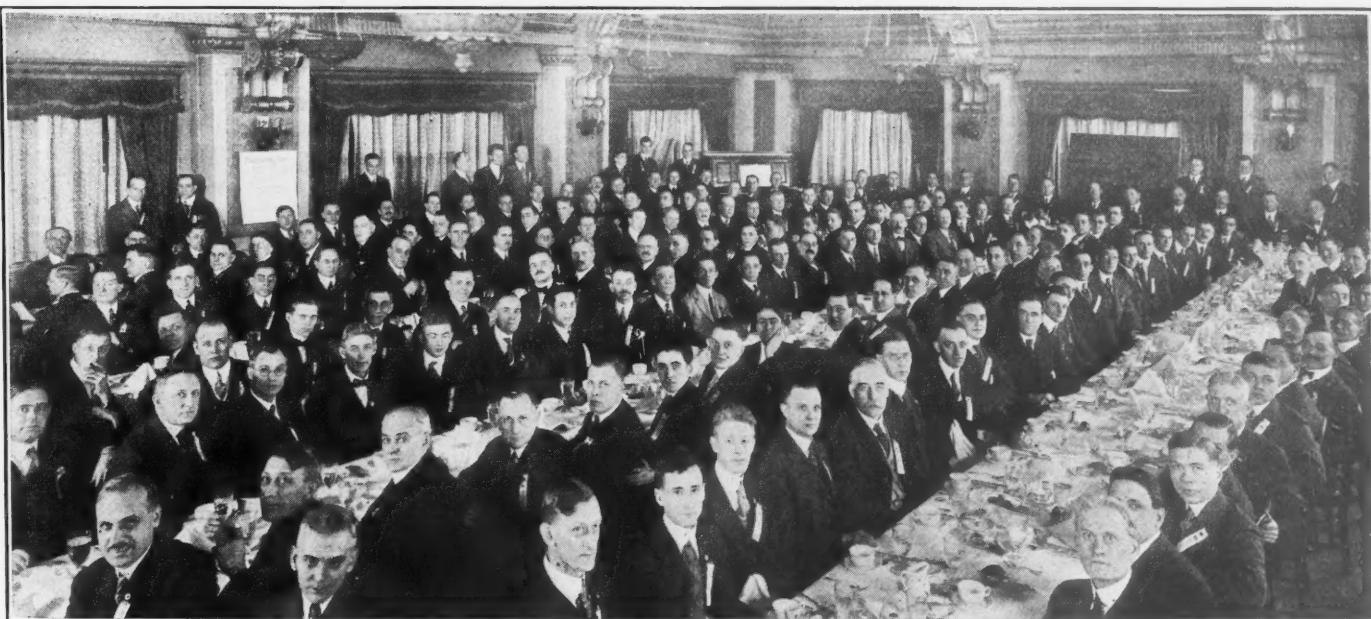
Meetings of the Boston district organization will be held the third Thursday in each month.



In spite of six years of experience with the verbal gas attacks of salesmen, Lamar S. Stilwell, former assistant purchasing agent of the Robbins & Myers Company, has been compelled to resort to the use of a gas mask in training to meet the article which the Hun manufactures.

Stilwell, who is at the right in the picture, is a commissary sergeant at Camp Sherman, Chillicothe, Ohio, where he finds that his new duties greatly resemble the work he performed in civil life. Note the pleased expression on his face; he seems delighted with army life.

Alfred N. Premo, who has been in the employ of Thomas A. Stewart Company of Hartford, Conn., is now connected with the New England Engineering Company of Waterbury, Conn., as specialist on electrical devices and appliances.



The "Goodwin Plan" meeting of the Missouri State Association of Electrical Contractors and Dealers at St. Louis, on Jan. 5. The convention badges pinned on with American flag pins, were distinguished as follows, a placard making the necessary explanation: Visiting

guests, button in addition to badge; local guests, red, white and blue; non-members, "red hot prospects," red; jobbers, white, and association members blue. Nearly 200 members and guests attended the meeting.



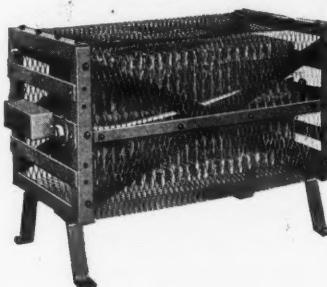
Electric Fountain

From ELECTRICAL MERCHANDISING, March, 1918

One of the latest electric fountains developed by the Frank Netschert Company, 61 Barclay Street, New York City, is known as the "No. 9." Translucent glass with green or amber shading is used in the construction of the dome and the brim of the bowl. The center figure is of porcelain. Color changes are effected with a set of tinted electric lamps mounted within the dome. When water is placed in the bowl to a depth of 2 in. the fountain will operate continuously. The 110-volt, motor-driven pump throws a spray of 22 in. in height.

Electric Air Heater

From ELECTRICAL MERCHANDISING, March, 1918



A line of electric air heaters designed to supplement the furnace or steam heating system in the home, office, or factory is being marketed by the Cutler-Hammer Manufacturing Company of Milwaukee.

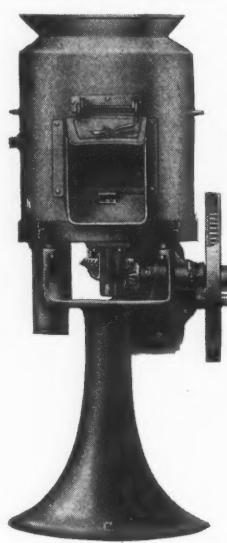
These electric air heaters are self-contained and easily moved from one point to another. The control possible allows efficient use of the heat; as soon as a location is warmed, a turn of the switch cuts off the current and the heater can be moved to warm another part.

Color-Matching Unit

From ELECTRICAL MERCHANDISING, March, 1918

The Nela Specialties Division, Nela Park, Cleveland, Ohio, has developed and is marketing the "Trutint" units, one a portable color-matching unit, the other a pendent unit.

The portable unit fills a demand for a color-matching unit suitable for use in high-class shops and stores. It is neat, of pleasing appearance, compact, substantial and adaptable to almost any service that may be desired of a color-matching unit. The reflector is of spun brass, the arm of steel, both heavily nickelated. The base is of iron, finished in black.



Vegetable Paring and Washing Machine

From ELECTRICAL MERCHANDISING, March, 1918

The American Machinery Company, of Philadelphia, Pa., has developed motor operated machines for simultaneously paring and washing all hard-root vegetables.

These machines are used by the United States government in the Navy and governmental institutions; they remove the outer skin of the vegetables and turn them out ready for cooking.

The machines are made in sizes suitable for use in restaurants, hotels, hospitals and other institutions.

Battery Light for Shaving

From ELECTRICAL MERCHANDISING, March, 1918

An electric light attachment to be used with a safety razor has recently been developed by the Shavelight Corporation of 30 Church Street, New York City. The outfit is complete with razor, trench mirror, strap handle and extra blades. The "Shavelight" attachment can also be used to advantage with a pencil or a fountain pen.

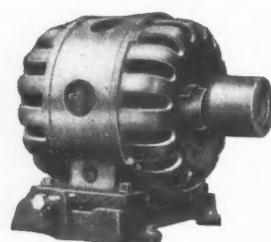
The battery is of standard size and said to last for more than 100 shaves. The whole outfit is contained in an attractive khaki case.

Pilot Lamp Receptacle and Plates

From ELECTRICAL MERCHANDISING, March, 1918

The need for pilot lamps is to indicate whether or not heating devices or remote lamps are consuming current. For this purpose the General Electric Company, Schenectady N. Y., has a new line of pilot lamp receptacles and flush plates.

The device consists of a standard size flush plate in which is set a small bull's-eye of ruby glass. Behind the bull's-eye is a receptacle equipped with a 2 cp. 125-volt candelabra base lamp. When current is being consumed on the circuit this lamp lights beneath the bull's-eye and shines as a signal until current is turned off.



Induction Motors

From ELECTRICAL MERCHANDISING, March, 1918

A line of two-phase and three-phase induction motors is now being offered the trade by the Phoenix Electric Company, Mansfield, Ohio. The stator slots are partly closed, thus obtaining greater starting torque. It is pointed out that with the open-slot type, and thereby reducing the inrush of starting current.

Special attention has been given to the rotor. The laminations are assembled directly on the shaft between malleable-iron heads, and heavy copper rings are securely riveted to the rotor bars and soldered.

Electric Waffle Iron

From ELECTRICAL MERCHANDISING, March, 1918

A lamp socket waffle iron attractively designed and finished in nickel with aluminum grids has recently been placed on the market by Landers, Frary & Clark, New Britain, Conn. This device consumes but 600 watts, and after five minutes pre-heating is said to make two waffles in less than two minutes.

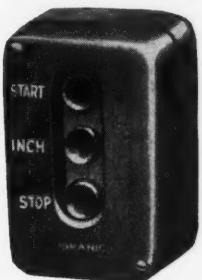
Electrically-made waffles, the manufacturers claim, are as much superior to those made by gas or coal as electrically-made toast is superior to the latter.



Clip These for Your Card or Loose-Leaf File of New Merchandise 

Master Switch

From ELECTRICAL MERCHANDISING, March, 1918



The master switch shown herewith has an "inching" button as well as a starting and stopping button. When the "inching" button is pressed the motor circuit is closed, but the starting resistance is not short-circuited, consequently the motor starts, but only runs at a low speed and stops immediately pressure of the "inching" button ceases. This switch is a product of the Igranic Electric Company, Ltd., of London, England.

Toggle Snap Switch

From ELECTRICAL MERCHANDISING, March, 1918



A toggle surface switch which differs from the ordinary snap surface switch in that manipulation is by the throw of a lever or toggle, instead of by the turning of a key or button, has been brought out by Harvey Hubbell, Inc., of Bridgeport, Conn. Throwing the lever up makes the circuit; throwing it down breaks the circuit. The advantages claimed for the toggle movement in a surface switch are, first, that it permits making the switch more attractive and stronger than the ordinary switch; second, manipulation is much more convenient by means of the lever than by the turning of a key; third, the switch is self-indicating, the position of the lever showing at a glance whether the current is "on" or "off" without any marker or dial.

Medium-Base, Brass-Covered Receptacle

From ELECTRICAL MERCHANDISING, March, 1918

Pass & Seymour of Solvay, N. Y., are marketing a medium-base, brass-covered receptacle. The cover of this receptacle is in one piece and is threaded to receive the standard types of the "Uno" shadeholder. The cover is anchored to the porcelain interior by means of twin screws and these in turn are held in place by means of special washers.

The porcelain foundation for the interior is cast in one piece, and on this the keyless interior is mounted. The holes for introducing the wires from the back of this receptacle are of ample size to accommodate heavy wires, and the terminal screws will be found of sufficient size and strength to grip and hold the wires.



Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under proper heading for ready reference when you are in the market for electrical appliances or supplies.

Electric Portable Fountain

From ELECTRICAL MERCHANDISING, March, 1918

Self-containing portable electric fountains which use the same water over again are being marketed by the Ira A. Jones Company, of 17 North Wabash Avenue, Chicago, Ill. The fountains are light and are said to be unusually strong. All that is necessary for operation is to pour in clean water and connect to any convenient lamp socket; just like a table lamp. These make beautiful decorations for homes, clubs, hotels, show windows, etc., and they can be used on either direct or alternating current.

**Pumps and Pumping Outfits**

From ELECTRICAL MERCHANDISING, March, 1918

The Goulds Manufacturing Company of Seneca Falls, N. Y., is placing on the market a line of pumps and pumping outfits that are supplied in 3-gal. and 6-gal. sizes. Attention is called to the interchangeability of the component parts. This interchangeability of component parts, it is said, will enable the dealer, by having one complete outfit in stock and various extra parts, to make up any one of the thirteen different outfits.

It is pointed out that all gears have been eliminated, thereby making the pump absolutely quiet and smooth-running. The pump operates on a speed of 500 r.p.m. This allows it to be belt-driven from either electric motors or gasoline engines.

Light Controller for Ford Cars

From ELECTRICAL MERCHANDISING, March, 1918

This automatic light controller is placed on the dash under the hood of an automobile and requires no adjustment or manipulation by the operator of the car. By means of a moving armature, which is automatically pulled under a magnetized field as the car speeds up and drops out as the speed decreases, the lights are kept practically constant throughout the range of speed of the car. It is manufactured for use on Ford cars in which an alternating-current magneto is used. The controller operates on the impedance or reactance principle. The American Sales Corporation is the sole distributor in the United States, with headquarters at 614 Fulton Building, Pittsburgh.

Automatic Push-Button Switches

From ELECTRICAL MERCHANDISING, March, 1918

A line of switches designed for use in places where light is ordinarily required for only a few minutes at a time, such as porches, basements, etc., has recently been put on the market by Samuel M. Esler, 59 East Adams Street, Chicago.

When the switch is turned on it goes off automatically after a predetermined time. However, when desirable, it may be turned on permanently or may be turned off at any time. An adjustable dashpot controls the automatic cut-off, and when this dashpot is once set it can only be readjusted by taking the plate off the switch. An attachment for operating the switch from the opposite side of the wall is an attractive feature in connection with porch lamps.

Motor-Driven Coffee Mill

From ELECTRICAL MERCHANDISING, March, 1918

The Hamilton - Beach Manufacturing Company, Racine, Wis., is now marketing what it calls its "Electric Steel-Kut" coffee mill. The company claims that coffee ground at home gives 40 per cent more flavor than store-ground coffee, and that the motor attachment on the mill takes all of the former inconvenience out of coffee grinding at home. The height of the mill over all is 30 1/2 in. and the width over all is 7 in. The entire device weighs 7 1/4 lb. The motor is wound to operate on 115 volts, 25 or 60 cycles alternating current, or on 115 volts direct current. The device is sold complete with cord and plug.



George Batten, president of the George Batten Company, advertising agent, died on Feb. 16, at his home in Montclair after an illness of several months. Mr. Batten was born on June 19, 1854. Following ten years' association with Folwell & Company, woolen merchants of Philadelphia, he entered the publishing business. In 1891 he started in the general advertising business under his own name in New York. Now known as the George Batten Company, the company is among the leaders in advertising work. Mr. Batten is survived by his wife and five children.

The Lightolier Company is the new name adopted by the New York Gas & Electric Appliance Company, manufacturers of "Lightoliers," with office and display rooms at 569 to 571 Broadway, New York City.

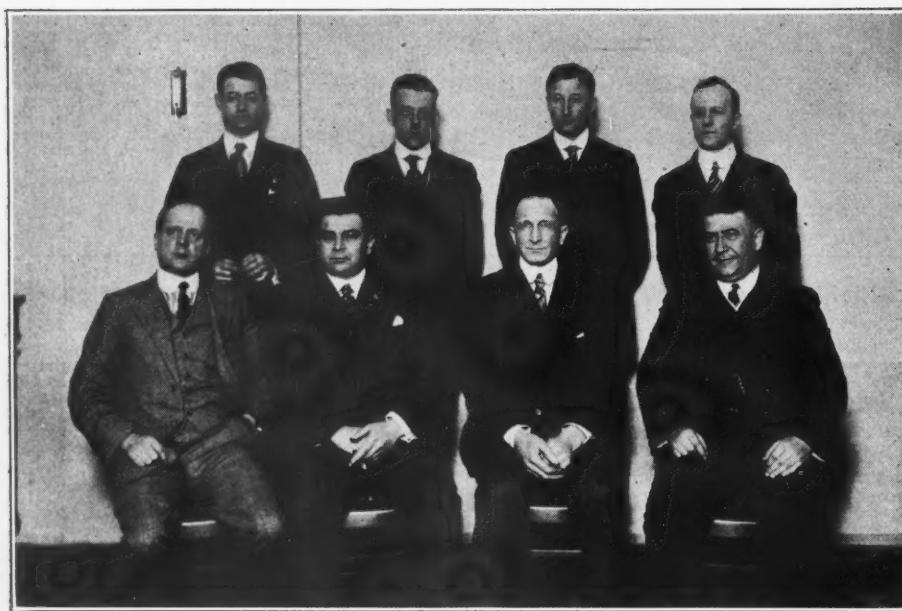
McCarthy Brothers & Ford, Buffalo, N. Y., have announced that at a recent meeting of the board of directors, J. H. Burns was elected treasurer and general manager. The advancement of Mr. Burns to an executive position comes after long years of association with the principals. He will continue to direct the supply sales department which he organized about ten years ago.

Central Station Issues Bulletin to Build Appliance Sales

The Public Service Company of Northern Illinois has just issued Volume 1, No. 1, of the Public Service Sales Bulletin. This bulletin announces a new sales policy of the company. After Feb. 1 employees of the company not regularly engaged in sales activities or in the company's executive department will be paid 5 per cent commission on all appliances they sell. The company has instituted a time payment proposition in connection with this plan to make it easy for the inexperienced employee to dispose of appliances.

Retail Fixture Dealers' Association Elects New Officers

The feature of the second annual convention of the Lighting Fixture Dealers' Society of America held at the Statler Hotel, St. Louis, on Feb. 15 and 16, was a discussion on the advisability of the fixture dealers' organization affiliating itself with the National Association of Electrical Contractors and Dealers. The discussion brought out the fact that the opinion of the fixture association membership is divided on this point, one faction feeling that the organization should join with the contractor-dealers and the other feeling that the fixture



business is not really an electrical business but is rather a business in artistic wares. The outcome of the discussion was a decision to appoint a committee to consider whether or not the fixture association should affiliate with the contractor-dealers.

This committee is to report not later than the June meeting of the National Association of Electrical Contractors and Dealers.

George H. Barnes of Detroit presented before the association a very able paper containing a considerable amount of tabulated data on the cost of handling glass used in the lighting fixture business. The association gave the executive committee authority to hire an organizer and secretary. J. Callahan of Detroit was selected for this work.

The following officers were elected: President, C. J. Netting of the C. J. Netting Company, Detroit; vice-president, A. L. Oppenheimer of the Enterprise Electric Fixture Company, Cleveland; secretary, J. A. Hamilton, Hamilton Stotter Company, Cleveland; treasurer, H. E. Pauley of Walbridge & Company, Buffalo; executive committee, W. L. Burgess of the Burgess & Ganden Company, Omaha; E. L. Gress of the Gress Chandelier Company, St. Louis; Albert Jacobson of the Kansas City (Mo.) Chandelier Company; George H. Barnes of the George H. Barnes Company, Detroit.

Terrell Croft has joined the staff of the Luminous Unit Company, 2615 Washington Avenue, St. Louis, Mo., as chief electrical engineer. Mr. Croft is well known as the author of several books on electrical engineering, and also for his work among the educational bodies of St. Louis.

A. F. B. Harraden has resigned his position as sales manager with Shapiro & Aronson, whom he had served for the last five years, and has accepted the position of sales manager of the Commercial Motorbody Corporation, 50 East Forty-second Street, New York City.

Esco Has Adopted the Goodwin Plan.—"Beginning with this date and acting on our own initiative, we shall confine our wholesale quotations to regularly established electrical contractors and dealers. Your co-operation is invited." Thus reads the announcement card issued by Esco Electric Supply Company, Albany, N. Y., of which Charles Russell is president.

C. W. Taggart has resigned as manager of the Cedar Valley (Iowa) Electric Company for the last few years to leave for Philadelphia, where he will take charge of one of the departments of the Citizens' Gas & Electric Company.

L. S. Montgomery of the National Metal Molding Company, Pittsburgh, Pa., is now attached to the General Engineers Depot, No. 437, Washington, D. C. This is his second enlistment, Mr. Montgomery having served on the Mexican border for nine months with Troop I of Buffalo, First New York Cavalry. Mr. Montgomery also has a brother in the service, Capt. C. G. Montgomery, Division Exchange Officer, Camp Logan, Houston, Tex.

J. Harry Sroufe has resigned his position with Ne Page, McKenny Company, electrical engineer and contractor, 510 Pittock Block, Portland, Ore., and has been succeeded by R. C. Kenney.

The Service Electric Company, electrical contractor, Seattle, Wash., has changed its name to the Birkee Electric Company. The company is located at 812 Pike Street. L. S. Woodring is manager of the Service Electric Company.

